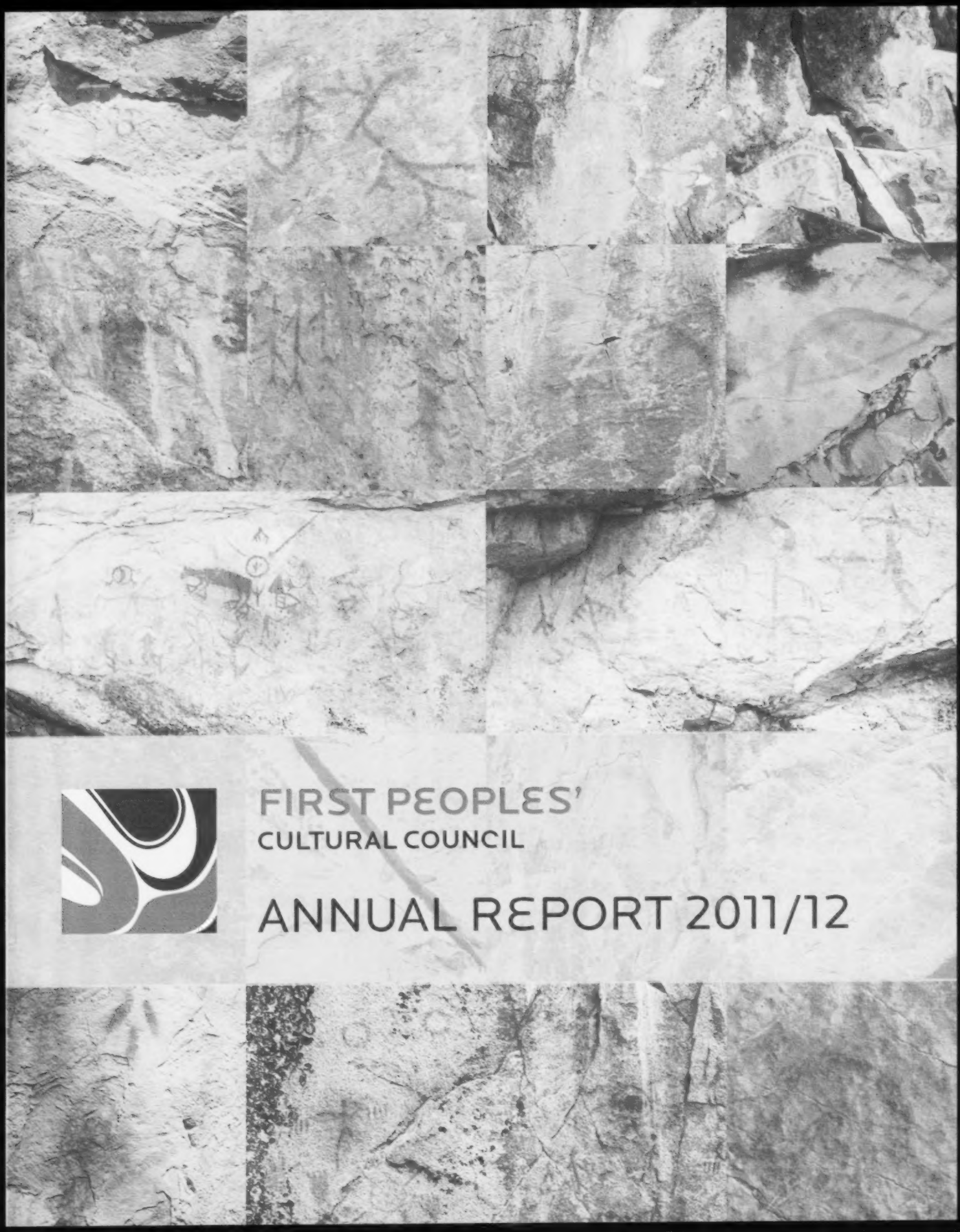

FIRST PEOPLES' CULTURAL COUNCIL

ANNUAL REPORT 2011/12

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NOTE ABOUT LANGUAGE USAGE IN THIS DOCUMENT

For the purposes of this document, "First Nations" is used in reference to registered on- and off-reserve and non-status individuals and organizations original to British Columbia, while "Aboriginal" is used in reference to all Indigenous peoples in Canada, including First Nations, Inuit and Métis. First Peoples' Cultural Council programs, with the exception of the arts program, are developed specifically to support B.C. First Nations communities.

Petroglyph Photos: Dennis Cumberland

BRITISH COLUMBIA

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MESSAGE FROM THE BOARD CHAIR

To the Honourable Mary Polak
Minister of Aboriginal Relations and Reconciliation

On behalf of the Board of Directors of the First Peoples' Cultural Council (the First Peoples' Council), I am pleased to present our 2011/12 Annual Report. Previously known as First Peoples' Heritage, Language and Cultural Council, we are very pleased to be using our new, shorter name.

The First Peoples' Council was established in 1990 through the First Peoples' Heritage, Language and Culture Act, which was designed to prevent the loss of the unique Indigenous languages, arts and cultures in British Columbia. The First Peoples' Council administers funds to support the First Nations people of B.C. to preserve their linguistic and cultural heritage for future generations.

The financial position of the organization at year end is balanced. The Auditor's Report is unqualified and financial statements are considered to fairly represent the financial position and operations of the First Peoples' Council for the year ended March 31, 2012. There were very few variances from anticipated results. As a result of successful proposals we increased investments from the Department of Canadian Heritage and several non-government partners and our revenue increased by nearly 25% from the Service Plan budget.

It's not insignificant to note that in 2011/12 we exceeded our targets in every one of our performance measures, with the exception of the rebranding process, which took slightly longer than anticipated but is now completed. We supported more arts and language projects, produced more resources and generated an impressive amount of interest in our initiatives, demonstrated by increased contacts from B.C., the rest of Canada and around the world, as well as a steady increase in the number of visits to our websites.

We had a number of key successes in 2011/12. A few highlights are:

- The Arts program received an increase from the B.C. Arts Council, which demonstrates their commitment to Aboriginal arts practices in the province.
- We collaborated with the Saskatchewan Indian Cultural Centre to create a guide for implementing the Master-Apprentice program in the workplace. We developed the guide in Cree and created an English template for use in B.C. communities.
- Our Languages program team presented at a number of events, including the First Nations Schools Association Conference, the Chief Atahm Language Conference, and the B.C. Aboriginal Child Care Society Conference.
- We facilitated a Language Authority workshop and strategic planning meeting for the Council of Yukon First Nations in Whitehorse.
- FirstVoices presented our work at the Puliima language technology conference in Brisbane Australia. As a direct result of the presentation, FirstVoices was contracted to deliver training and support for the establishment of two Australian Aboriginal languages.
- FirstVoices Manager Peter Brand received the John Webb Community Champion Award for his First Nations language technology work spanning the past 15 years.
- Ten new language communities established FirstVoices dictionary/phrase apps for the iPod/iPad/iPhone.

We also continued to build on our ongoing use of technology to support language revitalization work. One highlight of note for 2011/12 is the FirstVoices Chat App, which was officially launched at the First Nations Technology Council Summit by Their Honours the Lieutenant Governor of B.C. Steven Point and Mrs Gwendolyn Point. The groundbreaking app allows speakers of every Indigenous language on the continent to text in their own languages.

Internally, the Council is making shifts in order to provide added value through services and non-financial resources. While the funding support to First Nations communities for their own language and culture revitalization efforts is invaluable, more and more we are understanding that communities look to the Council as the key source of expertise. To this end, we are increasing

MESSAGE FROM THE BOARD CHAIR

our internal capacity by building staff competencies and expertise through training and professional development support. We are also supporting communities with services such as outreach, fundraising and grant writing advice, research and training materials.

While we are extremely proud of our work, we continue to face the ongoing challenge of supporting the many language and arts projects with limited resources. In 2011/12, we had to turn down 42 arts projects and 75 language initiatives due to limited resources. The applications all came from communities and organizations that are enthusiastic to take part in the revitalization of their own unique languages and cultural traditions. Turning down requests for support is particularly difficult in the case of First Nations languages. According to our 2010 Report on the Status of B.C. First Nations Languages, of the 34 languages in B.C., eight are severely endangered and 22 are nearly extinct; most will be gone in a mere four years.

In early 2012, we learned that in 2012/13 the Council will face a funding reduction of $400,000 from the Ministry of Aboriginal Relations and Reconciliation (MARR) and another of $250,000 from the New Relationship Trust (NRT) because both funders have been impacted by low returns on their investments This combined $650,000 reduction represents 26% of MARR and NRT funding and another 17% of our total budget, and as such will have a significant impact on our already stretched resources and will affect salaries, our governance structure, community support and resource development. The reductions may also affect our leveraging potential if investors' confidence in our ability to deliver a consistent level of support falters.

With B.C.'s 34 First Nations languages in a precipitous state, and with a level of support for the work of the Council based on our proven track record and excellent reputation, we know that the time to act is now. And while a funding reduction presents a challenge to our ongoing work, we remain grateful for the support of MARR, NRT and our various funding partners. For those language speakers, teachers and learners and others working to preserve their cultural traditions, we remain committed to doing the best we can with what resources we have. Every effort makes a difference.

Lorna Williams
Chair of the Board of Directors

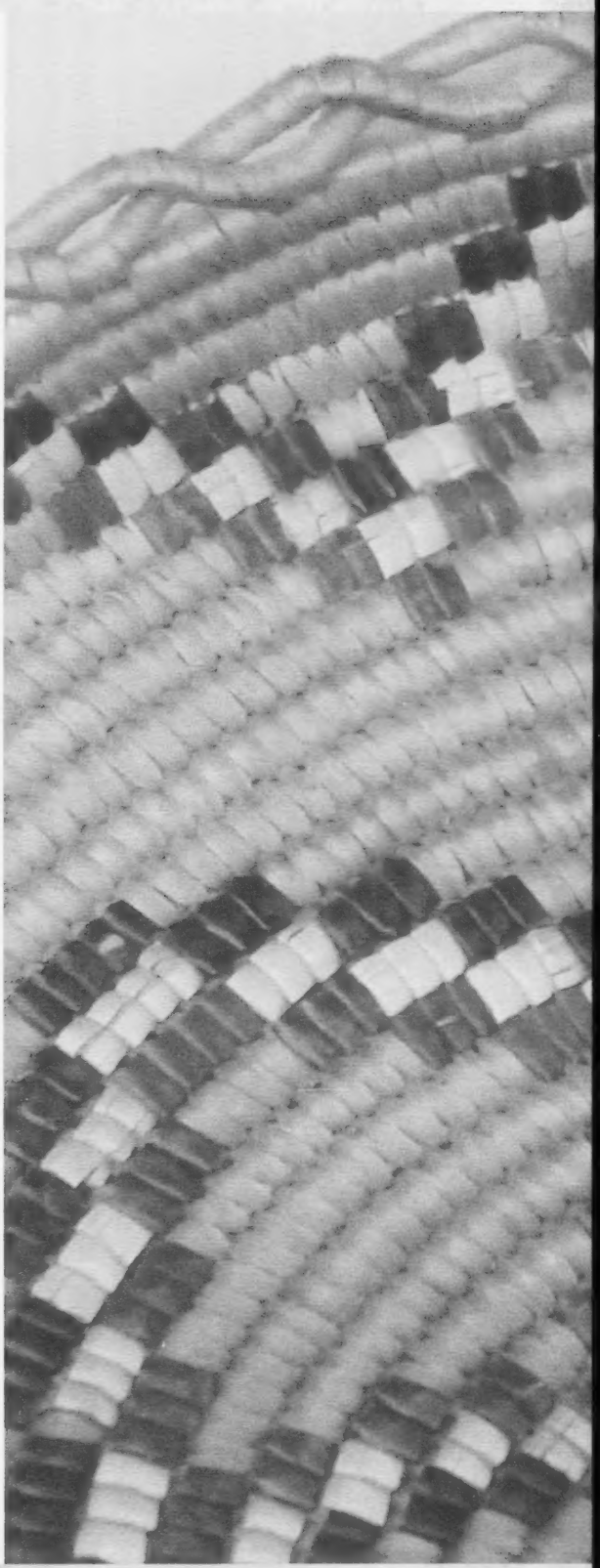
ACCOUNTABILITY STATEMENT

The 2011/12 First Peoples' Cultural Council Annual Report was prepared by the staff of the Council under the Board's direction in accordance with the Budget Transparency and Accountability Act and B.C. Reporting Principles. The report is consistent with the government's strategic priorities and fiscal plan. The Board is accountable for the contents of the report, including what has been included and how it has been reported.

The information presented reflects the actual performance of the Council for the 12 months ended March 31, 2012 in relation to the 2011/12 – 2013/14 Service Plan, which was published in March 2011.

The Board is responsible for ensuring internal controls are in place so that information is measured and reported accurately and in a timely fashion.

The report contains estimates and interpretive information that represent the best judgment of management. Any changes in mandate, direction, goals, strategies, measures or targets made since the 2011/12 – 2013/14 Service Plan was released, and any significant limitations in the reliability of data, are identified in the report.



ORGANIZATIONAL OVERVIEW

The First Peoples' Council has been offering services and programs to support First Nations language, arts and culture revitalization in British Columbia since 1990.

Our role is to monitor the status of First Nations languages, cultures and arts, and to develop strategies that assist communities to recover and sustain their heritage. We serve our stakeholders and partners by providing programs and initiatives for heritage, language, arts and culture revitalization.

We serve 203 B.C. First Nations, 34 languages, 61 language dialects and a number of First Nations arts, culture and educational organizations. A complete list of languages is provided on page 39.

VISION AND MISSION

Our vision is one where "B.C. First Nations languages, cultures and arts are thriving, accessible and available to the First Nations of British Columbia, and the cultural knowledge expressed through First Nations languages, cultures and arts is recognized and embraced by all citizens of B.C."

Our mission is to provide leadership for the revitalization of First Nations languages, culture and arts in British Columbia.

VALUES

- Respect for all B.C. First Nations people, languages, arts, cultures, lands and histories.
- Celebration of successes in learning, creativity and sharing knowledge.
- Inclusivity of all B.C. First Nations languages, arts, cultures and regions.
- Accountability to our stakeholders and First Nations of B.C.
- Innovation by developing and utilizing new methods and technologies.
- Empowerment of First Nations organizations and individuals through mentorship and advice.

LEGISLATION AND MANDATE

The First Peoples' Council was created by the provincial government in 1990 to administer the First Peoples' Heritage, Language and Culture program. The enabling legislation is the *First Peoples' Heritage, Language and Culture Act (FPHLC Act)*. See: www.fpcc.ca/files/PDF/fphlcc-act-2011.pdf

According to the *FPHLC Act*, our legislated mandate is to:

- Protect, revitalize and enhance First Nations' heritage, language, culture and arts.
- Increase understanding and sharing of knowledge, within both First Nations and non-First Nations communities.
- Heighten appreciation and acceptance of the wealth of cultural diversity among all British Columbians.

The *FPHLC Act* was amended in 2011 to allow representation from all B.C. First Nation language groups on our Advisory Committee and to meet modern best practices for Crown corporations. For details on amendments to our legislation, please see the Governance section on page 8.

The First Peoples' Council operates according to a *Government's Letter of Expectations* that outlines government's direction. Please see page 27 for information on the 2012/13 *Government's Letter of Expectations* and our planned actions to address it.

ORGANIZATIONAL OVERVIEW

OUR STAKEHOLDERS

B.C. First Nations communities
B.C. First Nations artists
B.C. First Nations arts and culture organizations
B.C. First Nations language champions
B.C. First Nations language learners
B.C. First Nations schools
B.C. First Nations Elders

OUR KEY PARTNERS

Ministry of Aboriginal Relations and Reconciliation (MARR)
New Relationship Trust (NRT)
Department of Canadian Heritage (DCH)
B.C. Arts Council
First Peoples' Cultural Foundation
First Nations Education Steering Committee (FNESC)
First Nations Technology Council (FNTC)
Government of British Columbia
2010 Legacies Now Society
Canada Council for the Arts
B.C. Caucus of Cultural Centres
Network B.C.
Chief Atahm School
Advocates for California Indigenous Language Survival

WHAT WE DO

- Facilitate opportunities for First Nations communities in B.C. to receive funding for language and arts projects
- Advise government on programs and issues related to First Nations languages, arts and culture
- Develop programs and community development resources to encourage the revitalization of First Nations languages, arts and culture
- Facilitate relationship-building opportunities between government and non-governmental entities and First Nations experts
- Offer a network of information and opportunities to First Nations artists and language champions
- Offer advice and assistance to First Nations funding applicants
- Educate and share information with people in B.C. about First Nations languages, arts and culture
- Advocate for B.C. First Nations languages, arts and culture
- Provide training in language revitalization, archiving and immersion programs
- Work in partnership with First Nations communities to revitalize and archive First Nations cultures and languages and restore literacy and fluency in First Nations languages

2011 Language Champions Honoured at First Nations Languages Conference

PROGRAMS WE DELIVER

The B.C. Language Initiative (BCLI)
BCLI supports projects to revitalize B.C. First Nations languages through documentation, immersion programs, and material and curriculum development. First Nations communities and organizations are eligible to submit proposals.

Aboriginal Language Initiative (ALI)
ALI funds support community and regional projects that maintain, revitalize and promote Aboriginal languages.

Language Immersion Programs
We promote and support language immersion programs since language immersion is the most effective way to create new speakers of languages. In addition to creating new speakers, it is imperative that resources be used efficiently and effectively, therefore we support strategic language planning and collaboration. The programs we offer in these areas are:

- *Language Authority and Language Plan Development* – Communities that speak the same language or dialects of the same language come together to create long-term language revitalization plans, share resources and serve as the decision-making bodies for their language and dialects.
- *Pre-School Language Nests* – In language nests children aged 0–5 and their parents are immersed in their language, culture and an environment that encourages healthy families and building strong intergenerational ties. Community resource people participate as language and culture experts, and language nest teachers are either fluent speakers or are in the process of becoming fluent speakers in their languages.
- *Language and Culture Immersion Camps* – This program creates opportunities for First Nations families, Elders, youth and children to be immersed in their languages and cultures through activities that facilitate the transmission of traditional knowledge and values, while also nurturing their relationship with the land. Camps are based on traditional cultural activities and include multi-generational gatherings and language and culture immersion.
- *The Master-Apprentice Program* – A three-year program cycle that unites committed language learners (apprentices) with fluent speakers (the masters) for 300 hours a year of complete language immersion.

NOTE: All language program participants are selected through a juried peer review committee of B.C. First Nations language experts.

The Aboriginal Arts Development Awards (AADA)
Aboriginal Arts Development Awards are distributed to projects in four categories:

- *Individual* – projects that support the creative or professional development of emerging Aboriginal artists working in any artistic discipline
- *Organization* – supports either the capacity development of an arts organization, a specific project that the organization would not be able to undertake otherwise or a combination of both options
- *Sharing Traditional Arts Across Generations* – supports the transmission of traditional artistic practices from one generation to another, often through a mentorship program or other form of training
- *Aboriginal Arts Administrator and Cultural Manager Internships program* – helps place an aspiring arts administrator in an internship position with an established organization or in a mentorship program

NOTE: All arts grant recipients are chosen by a juried peer review committee of established artists and arts administrators.

FirstVoices
FirstVoices is our internationally recognized online Indigenous language documentation and teaching resource. FirstVoices provides state-of-the-art technologies, training and technical support to community language champions. For information, see www.firstvoices.com

Additional FirstVoices projects include:

- *FirstVoices Language Tutor* – enables communities to build graduated and intuitive language lessons using their existing FirstVoices language archives or to start from scratch. Students and teachers can also track their progress online, making it perfect for classroom use.
- *FirstVoices Mobile Apps* – language applications for the iPad, iPod touch and iPhone, currently available for nine B.C. First Nations languages with three more in production. This application is an interactive and customizable dictionary and phrase collection that brings the FirstVoices archive to the user's fingertips.

CORPORATE GOVERNANCE

OVERVIEW

The First Peoples' Council is governed by a 12-member Board of Directors. The work of the Board is further supported by three sub-committees: the Governance Committee, the Finance and Audit Committee and the HR and Compensation Committee. In addition, the Board is supported by a 34-member Advisory Committee, with one representative for each of the First Nations language groups in B.C. Both Board and Advisory Committee members serve a term of two years. Board members can serve a maximum of three terms; there is no limit to the number of terms an Advisory Committee member can serve.

CHANGES TO GOVERNING LEGISLATION AND SELECTION PROCESS

Our governing legislation has recently been amended so that we can include representation from all B.C. First Nations language groups on our Advisory Committee and to meet modern best practices for Crown corporations. As a result, each language group will have a cultural representative to provide advice to the First Peoples' Council's Board and staff.

Beginning in May 2011, the membership on both the Advisory Committee and the Board of Directors were sought through an open application process, which was developed and managed by the Board's Governance Committee. This new process is a departure from the previous selection process, whereby Advisory Committee members were nominated by B.C. Tribal Councils.

This open application process means that any B.C. First Nations individual, organization or community can nominate someone or apply for membership. The Advisory Committee and Board members will be recommended by the Governance Committee, while the Minister of Aboriginal Relations and Reconciliation will continue to approve all Board appointments.

The First Peoples' Council complies with the 12 disclosure requirements of the *Best Practices Guidelines on Governance and Disclosure* published by the Board Resourcing and Development Office. Please see the governance section of our website and download our *Board Policies and Procedures Manual*: www.fpcc.ca/about-us/governance.

KEY ACCOUNTABILITIES

The First Peoples' Council's Board of Directors is accountable to the Minister of Aboriginal Relations and Reconciliation through the organization's annual Service Plan, Annual Report and through reporting on its transfer under agreement. The organization is also accountable to B.C. First Nations and its other funders, including the New Relationship Trust, the Department of Canadian Heritage, the BC Arts Council, the Canada Council for the Arts and the First Nations Technology Council.

GOVERNANCE PRINCIPLES

The First Peoples' Council follows the B.C. government's guiding principles on corporate governance for Crown agencies. Our Government's Letter of Expectations describes mandate, expectations, roles, responsibilities and accountabilities. Governance policies for the First Peoples' Council are reviewed annually to ensure that they continue to meet the needs of the Council and are consistent with the government's guiding principles on Crown agency governance.

Advisory Committee photo – AGM 2011

CORPORATE GOVERNANCE

PRINCIPLE	HOW ACHIEVED
Incorporate First Nations cultural values into governance practices	Regularly consult with community stakeholders through Advisory Committee and Board of Directors
Include broad representation of B.C. First Nations language and cultural groups	Invite applicants through an open application process
Provide high-level strategic direction to staff	Board and Advisory Committee works with management on a macro-level
Continue to learn and to integrate latest governance principles	Board is committed to and participates in ongoing training; annual review of the policy manual
Make decisions based on what is best for the First Peoples' Council	Ongoing assessment of practice as compared to mandate to ensure the organization is on track

ROLE OF THE BOARD OF DIRECTORS

The mandate of the Board is to govern the operations of the organization by setting direction and policy, providing leadership to the First Peoples' Council and advocating on behalf of members.

2011/12 Board of Directors

Dr. Lorna Williams *(Chair)*
Herbert Morven *(Vice-Chair)*
Tamara Davidson *(Secretary)*
Laura Webb *(Treasurer)*
Gary Johnston *(Urban Representative)*
Ken Armour *(Government Representative)*
Phyllis Chelsea *(until October 2011)*
Emma Donnessy
Marlene Erickson *(until November 2011)*
Clifford Atleo
Dr. Bill Cohen
STOLCEŁ John Elliott *(until August 2011)*
John Haugen *(until August 2011)*

BOARD OPERATIONS

- The First Peoples' Council convenes quarterly Board meetings, supplemented by conference calls as needed
- Committees of the Board hold regular meetings by conference call
- Standing committees meet independently and report details back to the Board, with minutes sent to the Board for review
- At the AGM in October, the Board reports to the Advisory Committee and hosts workshops with Advisory Committee members to hear feedback on specific needs, programs and suggestions for improvement. This information guides the board in setting organizational goals and strategies

BOARD ACTIVITIES AND RESPONSIBILITIES

- Conducts strategic planning, including the annual Service Plan
- Undertakes budgetary planning and accepts these budgets by formal resolution
- Modifies and/or adopts plans to meet the routine demands of the First Peoples' Council
- Assesses and evaluates performance of the First Peoples' Council through the Annual Report
- Retains and manages the relationship with the Executive Director
- Records faithfully for the corporate record any minutes of their meetings
- Reports to the Advisory Committee at the Annual General Meeting

CORPORATE GOVERNANCE

BOARD COMMITTEES

The **Governance Committee** conducts all high-level business related to policy development and review of Board policies and administrative policies, but does not have authority for financial policy, which is the responsibility of the Finance and Audit Committee.

It also acts as a membership monitoring group to conduct all business relating to Board membership, monitors Board meeting attendance, reviews the status of Board membership, welcomes new members, issues communications to members and notifies those members whose terms will be expiring.

The Governance Committee will also recommend membership to the Advisory Committee.

Members: Herbert Morven, Chair; Dr. Bill Cohen, Gary Johnston

The **Finance and Audit Committee** conducts all high-level business related to finance for the Board, such as budget review, audit review and financial policy development.

Members: Laura Webb, Chair; Emma Donnessy, Dr. Lorna Williams

The **HR and Compensation Committee** is responsible for hiring and evaluating the performance of the Executive Director, and making recommendations for her remuneration levels.

Members: Tamara Davidson, Chair; John Haugen, John Elliott, Cliff Atleo

Detailed descriptions of duties and terms of reference can be found on the First Peoples' Council's website at: www.fpcc.ca/about-us/governance.

ROLE OF THE ADVISORY COMMITTEE

The Advisory Committee acts as a bridge to First Nations communities and brings community-based ideas and issues to the attention of the First Peoples' Council. Each member represents one of the 34 active First Nations language groups in B.C. Members meet once a year at the First Peoples' Council's AGM and may attend additional meetings, subject to available resources.

Advisory Committee members are listed below with the language group they represent.

2010/11 Advisory Committee

Terry Badine, ᓀᐦᐃᔨᔮᐏᐣ (Nēhiyawēwin) (Cree)
Deborah Page, Dakelh (Cʰᵂᴸ)
Shirley Acko, Dane-Zaa (Cᓀ ᑲ)
Dennis Porter, Danezāgé'
WILAT Sue Alfred, Nedut'en / Wet'suwet'en
Geraldine Solonas, Tse'khene
Wanda Dick, Tsilhqot'in
Sharon Shadow, Tutchone (Southern)
Kheyawk Louise Parker, Łingít
Marilyn Harry, Éy7á7juuthem
Pearl Harris, Hul'q'umi'num' / Halq'eméylem / hən̓q̓əmin̓əm
Renee Sampson, SENĆOŦEN / Malchosen / Lekwungen / Semiahmoo / T'Sou-ke
Gary Johnston, Sḵwx̱wú7mesh sníchim
Martha Aspinall, Nłeʔkepmxcín
Dr. Bill Cohen, Nsyilxcən
Deanna Leon- Cook, Secwepemctsin
Lorna Williams, Sta̓tímcets
Clyde M. Tallio, Nuxalk
Betty Sampson, Gitsenimx̱
Herbert Morven, Nisga'a
Debbie Leighton-Stephens, Sm̓algya̓x
Debra Mack, Diitiidʔaatx̱
Frances Brown, Hailhzaqvla
Mike Willie, Kwak̓wala
Bernice Touchie, Nuučaan̓uł
Gary P. Russ, X̱aad Kil / X̱aaydaa Kil (Haida)

Open Advisory Committee Positions (by language group):

Anishnaubemowin
Dene K'e
Tā̀łtān
Ktunaxa
She shashishalhem
Ski:xs
Oowekyala
Xenaksialak̓ala / Xa"islak̓ala

Senior Management

Trucey Herbert, Executive Director

Office Location

Brentwood Bay, B.C. on the Tsartlip First Nation

Notes for all goals: Management strives to ensure information is accurate and unbiased by using internal tracking systems and consulting with outside experts. Where possible, using available resources, program evaluations are undertaken.

GOAL 1

To provide programs and resources to support B.C. First Nations communities in realizing their visions for the revitalization of their arts, culture and languages—so that the wealth of B.C. First Nations arts, culture and languages are preserved, accessible, recognized and valued.

STRATEGIES

- Deliver arts, culture and language funding to B.C. First Nations communities and organizations
- Develop and distribute effective community development tools and resources to build community capacity and to help B.C. First Nations communities develop and implement long-term plans and programming for arts, culture and language revitalization
- Use technology to archive all B.C. First Nations languages and create new tools and programming for arts, culture and language revitalization

DISCUSSION OF GOAL AND STRATEGIES

Providing programs and resources to B.C. First Nations to assist them to revitalize their language and culture is an essential part of our mandate. Therefore, this goal, and its accompanying strategies and performance measures are the most basic means of assessing our performance.

1.1 NUMBER OF ARTS PROJECTS FUNDED

Past Performance		2011/12 Performance		Future Performance	
2009/2010	2010/2011	Target	Actual	2012/13	2013/14
47	49	50	56	50	50

DISCUSSION

We use the number of arts projects funded as a performance target because it is the most basic way to monitor our support of Aboriginal artists in B.C. We have set the target at 50 because it is slightly higher than the numbers in the past two years (47 funded in 2009/10 and 49 funded in 2010/11).

This year, we received 98 Aboriginal Arts Development Awards (AADA) applications, requesting a total of $1,125,200. Of the 98 applications, the impartial adjudication committee (made up of established artists in various fields and from diverse regions in B.C.) selected 56 projects to be awarded an AADA. The total amount distributed was $567,000. Here are the specifics:

Category	# of applicants	Total requested	# of successful applicants	Total Awarded	Funding Partner
Individual Awards	43	$204,705	25	$105,000	BC Arts Council
Sharing Traditional Arts Across Generations	21	$232,566	17	$170,000	New Relationship Trust ($75,000); BCAC ($95,000)
Organizations	25	$477,133	10	$204,000	BCAC
Arts Administrator Internships	9	$210,796	4	$88,000	NRT ($75,000); BCAC ($13,000)
TOTAL	98	$1,125,200	56	$567,000	

Further information about the successful AADA applications can be found in Appendix 1. The data for this measure is provided by the arts department's database.

1.2 NUMBER OF LANGUAGE / CULTURE PROJECTS FUNDED

Past Performance		2011/12 Performance		Future Performance	
2009/10	2010/11	Target	Actual	2012/13	2013/14
77	64	60	78	60	60

DISCUSSION:

As with performance measure 1.1, monitoring the numbers of language/culture projects we fund demonstrates our ability to support language immersion programs in B.C.

In 2009/10, we greatly exceeded our target of 40 for this measure due to an increased number of projects receiving smaller amounts of funding. Accordingly, we increased our annual target to 60 projects per year beginning in 2010/11. We have continued to exceed this target, and in 2011/12 funded 78 language projects, well above our target.

This year we received 153 applications for language program funding, requesting $4,073,227 in total. Of the total 153 applicants, the impartial language adjudication committees recommended 78 grant recipients and we awarded $1,774,721 in total. Here are the specifics:

Program	# of applicants	Total requested	# of successful applicants	Total Awarded	Funding Partner
B.C. Language Initiative	33	$494,537	14	$188,511	NRT ($95,518); MARR ($97,598)
Aboriginal Languages Initiative	48	$2,534,979	14	$702,915	DCH ($702,915)
Language and Culture Camps	26	$204,675	13	$178,295	MARR ($78,295); NRT ($100,000)
Pre-school Language Nests	12	$237,818	11	$218,000	MARR ($18,000); NRT ($100,000); First Peoples' Cultural Foundation ($100,000)
Master-Apprentice	23	$369,218	15	$273,000	MARR ($123,000); NRT ($150,000)
Language Authority and Language Planning	11	$232,000	11	$214,000	MARR ($64,000); NRT ($150,000)
TOTAL	153	$4,073,227	78	$1,774,721	

For more information about the language / culture projects funded, please see Appendix 1. The data for this measure is provided by the language department's database.

1.3 PERCENTAGE OF B.C. FIRST NATIONS LANGUAGES AND DIALECTS ARCHIVED ON FIRSTVOICES

Past Performance		2011/12 Performance		Future Performance	
2009/10	2010/11	Target	Actual	2012/13	2013/14
Not measured	5.1%	5.1%	7.3%	5.2%	5.3%

DISCUSSION:

The percentage of B.C. First Nations languages and dialects archived on FirstVoices is an important indicator of how much is left to do before we can consider the First Nations languages of B.C. completely archived.

To calculate the percentage of B.C. First Nations languages and dialects archived, we multiply the average words in a language's lexicon[1] by the 34 First Nations languages and 61 dialects in B.C. and then compare the number of entries archived at FirstVoices.com to that total.

1. Calculations are based on 20,000 words and phrases, a number generally accepted by linguists to constitute a solid documentation effort.

At the start 2011/12, we had 5.1% of the First Nations languages of B.C. archived. This represents 45,345 words and 16,829 phrases archived at FirstVoices.com, out of the 1,220,000 words and phrases that are required to complete the archives.

According to the 2011-2012 Service Plan, the targets for 2012/13 and 2013/14 increase by 0.1% per year, a nominal 1,220 entries. This increase reflects the current rate of increase First Nations language archiving at FirstVoices.com with the existing budgetary allocation. The spike in performance in 2011/12 is because of $36,000 in funding from the Department of Canadian Heritage (DCH) to undertake the digital conversion of two existing printed dictionaries. We will adjust our targets in the next Service Plan accordingly.

At the current rate of progress, we estimate it will take 193 years to archive all of B.C.'s First Nations languages. If FirstVoices were to receive additional funding specifically for this purpose, we could bump the percentages up substantially. The full cost to complete all of the archives is $3,196,317 per year over three years.

The data for this measure is provided by the FirstVoices.com website database.

1.4 NEW RESOURCES TO SUPPORT LANGUAGE AND ARTS PROJECTS

Past Performance		2011/12 Performance		Future Performance	
2009/2010	2010/11	Target	Actual	2012/13	2013/14
17	18	10	25	10	10

DISCUSSION:

The work First Nations communities are undertaking to revitalize their arts, culture and languages is challenging and complex. And while funding support is critical for the success of these community initiatives, communities also need the guidance of experts and access to information and technologies to support their efforts. Accordingly, and in addition to direct funding, each year the First Peoples' Council creates and distributes a number of resources that support communities in their revitalization efforts.

We have exceeded our targets significantly in the past three years; however, in the most recent Service Plan, a decision was made to keep the targets for future years relatively low and stable (10 for the next three years) with the idea that with a small staff we could more realistically produce materials at a pace that would not increase dramatically from year to year.

We will closely monitor our projections for resource development on a year-by-year basis and will change our targets based on those projections in future service plans.

The language program team produced these 14 resources in 2011-2012:

- Master-Apprentice program: we created a handbook for the program, a handbook for implementing the program in the workplace, a resource kit and a training tool (4 resources)
- Pre-school Language Nests: we created a training tool for pre-school nests (1 resource)
- Language and Culture Immersion Camps: we created a training tool (1 resource)
- Proposal writing: we created webinars to help build capacity for BCLI and ALI (2 resources)
- All programs: we created forms and tutorials to assist with application and reporting procedures (6 resources)

The FirstVoices team produced these 10 resources over the past year:

- Language archives: we created two new language archives **(Tsaa? Dane and Cree (Saulteau));** and we upgraded seven existing archives **(Northern Sta̓timcets, nɬe?kepmxcin, Nisga'a, c̓išaa?ath, Halq'emeylem, Secwepemc, Lil'wat)** (9 resources total)
- Language tutor: we developed language lessons for one language (HUL'Q'UMI'NUM') (1 resource)

In addition, a number of resources were funded through the First Peoples' Cultural Foundation but conceived and administered by the FirstVoices team:

- 10 FirstVoices Dictionary/Phrase Apps for iPod/iPad/iPhone
- FirstVoices Chat App for the iPod/iPad/iPhone (including over 60 language keypads)
- Dictionary digitization for Nakazd'li and Sechelt Languages
- **SENĆOŦEN** language documentation funded by Victoria Foundation

The arts program team produced one resource over the past year:

- Arts Map: we completed development of the functionality of the First Peoples' Arts Map and soft-launched the site to the Aboriginal arts community in B.C. Aboriginal Artists are encouraged to join the online Arts Map Website at http://fp-artsmap.ca/

This data for this measure is provided by the arts, language and FirstVoices department coordinators.

GOAL 2

To communicate effectively about the work of the First Peoples' Cultural Council to ensure it is seen as the go-to organization for government, First Nations leadership and the public for information, services and advice related to B.C. First Nations arts, culture and language issues.

STRATEGIES

- Promote and celebrate First Nations languages, arts and culture in B.C.
- Raise awareness about the current state of B.C. First Nations arts, culture and languages
- Strengthen the organizational brand to improve awareness of the organization and its work with B.C. First Nations

DISCUSSION OF GOAL AND STRATEGIES

The success of the Council is based on the First Nations communities and individuals who apply for program funding and archive their languages at FirstVoices.com, on the trust and support of funders and First Nations leadership and on all who look to us for information and advice on B.C. for First Nations languages and culture.

The measures we have chosen for this goal reflect the importance of being a recognizable and respected organization with an online presence and targeted list of contacts who support our work and who can have an impact on our mandate.

2.1 RE-BRANDING TO INCREASE AWARENESS OF ORGANIZATION

Past Performance		2011/12 Performance		Future Performance	
2009/2010	2010/2011	Target	Actual	2012/13	2013/14
New logo, website and collateral material in final stages of development	Roll out new identity, complete materials	Develop tracking tools to evaluate success of new brand	In progress: Roll-out new identity; develop tracking tools	Track new materials	n/a – Discontinue Measure

DISCUSSION:

The rebranding process has been more involved and taken longer than anticipated, and as a result we are now in the process of meeting the performance targets for 2009/10 through 2011/12. With the help of Metaform Communication Design, we have created an updated logo, website and collateral material (as per the 2009/10 performance target); our new identity was launched in May 2012 (2010/11 target); and the development of tracking tools is currently in progress, as per the 2011/12 target.

Using the tracking tools, we will evaluate the success of our new brand in 2012/13.

2.2 NUMBER OF COMMUNICATIONS CONTACTS

Past Performance		2011/2012 Performance		Future Performance	
2009/2010	2010/2011	Target	Actual	2012/2013	2013/2014
2,782	3,086	3,000	4,749	3,100	3,200

DISCUSSION:

Our list of communications contacts includes 240 individuals from government, the private sector, First Nations leadership, academics and artists, as well as many from a variety of backgrounds who follow us through social media channels (at last count, there were 2,024 followers on Facebook and 2,485 on Twitter). We also maintain a separate list of contact information for each Indian Band, First Nation and Tribal Council.

In 2011/2012, we exceeded our target significantly, thanks to increased activity on our Facebook and Twitter pages. Although we will adjust our future targets accordingly, increases to the number of anticipated communications contacts via social media is hard to predict, so we will keep the increase at a gradual level.

The data for this measure is provided by our communications contacts database and our social media reports.

2.3 WEBSITE TRAFFIC FOR THE FIRST PEOPLES' COUNCIL, FIRSTVOICES AND THE FIRST PEOPLES' LANGUAGE MAP

Past Performance		2010/11 Performance		Future Performance	
2009/2010	2010/2011	Target	Actual	2012/13	2013/14
11,412,938 hits	368,486 visits	117,000 visits	465,557 visits	119,000 visits	121,000 visits

DISCUSSION:

Tracking our website traffic is a valuable way to measure our ability to communicate our message. That said, we have had difficulty creating a solid benchmark for this performance measure. Specifically, we found discrepancies in the number of 'hits' on our websites using two different systems (Google Analytics and Funnel Web Analyzer). The two systems recorded an identical number of visitors, however, so in 2010/2011 we switched from tracking hits to tracking visits, a methodology already considered by experts to be a more accurate website measure.

IN 2011/12, TRAFFIC TO OUR WEBSITES WAS AS FOLLOWS:

Website	Visits (tracking system)
FirstVoices.com	293,087 (FW)
FirstVoices Kids	38,388 (FW)
FirstVoices Language Tutor – Learner Website	5,863 (FW)
FirstVoices Language Tutor – Builder Website	4,631 (FW)
Fphlcc.ca (Council website)	59,532 (GA)
Maps.fphlcc.ca (Language Map)	74,550 (GA)
TOTAL VISITS	476,057

FW = Funnel Web Analyzer GA = Google Analytics

The total number of visits exceeds the target number by more than 350,000. We attribute this increase to the wide media attention our language report received and the growing recognition of our organization and the work that is being done for First Nations languages.

When examining the traffic to our individual sites, all but FirstVoices Kids had substantial increases in visits in 2011/12: FPHLCC.ca due to more followers on FaceBook, YouTube and twitter, and an increased presence in the media; FirstVoices.com due to more languages being archived and more activity within existing archives; the Language Map due to conference presentations and funding calls where we invited communities to update their statistics as part of the application process.

In analyzing the possible reasons for the decrease in visitors to FirstVoices Kids, the FirstVoices team recognized issues such as lack of new content development causing the site to 'stagnate' somewhat in the reporting period. As a result, we plan to offer new funding and training incentives to communities in fiscal 2012/13 to update their FirstVoices Kids database content. The recommended updates will be planned to draw young learners to the site by populating archives with content that will drive previously underused FirstVoices Kids games and activities. It is anticipated that this new work at the community level, combined with an appropriate public relations blitz regarding the site, will attract new and previous users to FirstVoices Kids.

In addition to the number of visits to the Council websites, more than 3300 Language apps for the iPod Touch, iPhone and iPad where downloaded between October 1, 2011 and March 31, 2012.

Data for this measure is provided through Google Analytics and Funnel Web Analyzer.

GOAL 3

To be a well-run, model organization that is respected by stakeholders and viewed as a good investment by potential funders.

STRATEGIES:

- Develop and maintain good working relationships with our community partners, government funders and First Nations leadership
- Continue to develop the First Peoples' Council as a strategic, responsive, results based organization and provide a supportive working environment that promotes innovation and results[2]
- Attract and keep the best staff
- Ensure governance follows best standards and practices
- Maximize use of limited resources
- Attract investment to the organization from provincial government ministries, the federal government and private sector partners
- Be seen as the best organization to create and run a First Peoples' Cultural Institute[3]

DISCUSSION OF GOAL AND STRATEGIES

In our 2011/12 – 2013/14 Service Plan, we modified the previous years' goal three, which was "to secure funding for the full realization of the First Peoples' Council mandate to revitalize First Nations arts, cultures and languages in B.C." We recognized that while securing funding to realize our mandate remains of vital importance, it is only one strategy that is part of the larger goal described above.

Fundraising will be shared with our sister organization, the First Peoples' Cultural Foundation. Over the past year, we have worked with the Foundation to build up its governance and capacity to fundraise and we look forward to the further work we can do together in this area.

With this new goal and its accompanying performance measures, we will focus on continuing to build on our reputation as an organization that is run in a fiscally responsible manner with a high level of engagement by staff and respect from communities.

Description and Rationale for Performance Measure and Targets

In addition to changing Goal 3 in the 2011/12 – 2013/14 Service Plan, we also added a performance measure called "percentage of employees who report they are engaged or highly engaged." Since a satisfied staff is vital to a well-run, respected organization, we will survey our staff annually to rate their overall engagement with the work they are doing and report it in our Annual Reports.

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2. This strategy was moved from Goal 2 because it is a better fit with the modified aims of Goal 3.
3. See Appendix 2: Cultural Institute38 for more information about our vision for a First Peoples' Cultural Institute.

3.1 NUMBER OF NEW OPPORTUNITIES TO LEVERAGE FUNDING[4]

Past Performance		2011/12 Performance		Future Performance	
2009/10	2010/11	Target	Actual	2012/13	2013/14
3	4	2	3	2	2

DISCUSSION:

In order to achieve our mandate, we must identify every possible opportunity to leverage funding to expand programs, create new ones and hire staff.

In 2011/12, we were once again able to exceed our target for leveraging. In 2011/12 the FirstVoices team leveraged a total of $875,700 in new funds for the following:

- $415,700 from the Department of Canadian Heritage for the FirstVoices Language Lab Project
- $25,000 from the First Nations Technology Council for the FirstVoices Language Lab Project
- $330,000 in community in-kind contributions towards the FirstVoices Language Lab Project
- $30,000 from the First Nations Technology Council for the FirstVoices Chat App
- $36,000 from the Department of Canadian Heritage for dictionary digitization
- $9,000 from the Department of Canadian Heritage for mobile keypad research and development
- $30,000 from Fort Good Hope in the Northwest Territories for FirstVoices Access

Language and FirstVoices projects that receive funding from the Council also often leverage funding within their communities to support their work. The Council doesn't have the capacity to track these in-kind or cash investments made by communities and their partners.

3.2 NUMBER OF COST-SHARING OPPORTUNITIES WITH PARTNERS[5]

Past Performance		2011/12 Performance		Future Performance	
2009/10	2010/11	Target	Actual	2012/13	2013/14
4	6	3	7	3	3

DISCUSSION:

The opportunities measured here are new and ongoing funding opportunities that are provided to the Council by our partners, many of which are cost shared. Our capacity to work with our partners to make projects happen is a good measure of the effectiveness of our operations.

4 Includes matching funds

5 Includes putting on joint efforts

We exceeded the target significantly in 2011/12 with seven cost-sharing opportunities, four more than targeted. These funding opportunities in 2011/12 were:

- The New Brunswick Education Department provided an in-kind contribution of $250,000 for the FirstVoices Language Lab project
- The Government of Northwest Territories paid the first installment of $10,000 of an eventual total investment of $30,000 for access to FirstVoices database and related training, support and services
- The New Relationship Trust provided $200,000 for FirstVoices community grants, $95,518 for the B.C. Language Initiative (BCLI), $100,000 for language nests, $150,000 for Master-Apprentice, $100,000 for culture camps, and $150,000 for Aboriginal Arts Development Awards (AADA)
- The Ministry of Aboriginal Relations and Reconciliation provided $165,000 for FirstVoices, $97,598 for BCLI, $18,000 for language nests, $123,000 for Master-Apprentice, and $78,295 for culture camps
- The BC Arts Council provided $480,000 for AADA

We have exceeded our target for this measure for the past three years, so we will re-evaluate our targets for the upcoming Service Plan.

3.3 PERCENTAGE OF EMPLOYEES WHO SAY THEY ARE ENGAGED OR HIGHLY ENGAGED

Past Performance		2011/12 Performance		Future Performance	
2009/10	2010/11	Target	Actual	2012/13	2013/14
n/a	n/a	75%	77%	79%	85%

DISCUSSION:

Attracting and keeping engaged and motivated employees is essential to a well run and respected organization. We outlined our intention to conduct a staff survey annually, in our 2011/12 – 2013 Service Plan.

Although we have not conducted any formal staff satisfaction surveys in the past, we set this target at 75%. We were confident that we would achieve this high goal as most of our staff members have indicated their satisfaction through informal conversations.

The data for this new measure was gathered through an anonymous on-line survey. Staff participation was 100%. The survey was quite detailed, with 27 questions. Overall, satisfaction ratings were very high, resulting in us exceeding our target by 2%. We were pleased that questions relating directly to employee engagement elicited a positive response from 100% of our staff.

All staff members either "*strongly agreed*" or "*agreed*" to the following statements:

- My job is interesting
- My job gives me a feeling of accomplishment
- Overall, I am satisfied with my job
- I am motivated to contribute more than what is expected of me in my job
- I feel empowered to make changes in how I do my job in order to be more effective
- People are treated with respect in this organization, regardless of level or position
- I am proud to work for First Peoples' Cultural Council

The results also provided our management with the valuable opportunity to see which job aspects staff members would like to see enhanced.

Staff members indicated they would like to see improvement in the following areas:

- Personal workload
- Department workload
- Timely performance reviews
- Job training

We are gratified to know that all First Peoples' Council employees are highly engaged in their work and feel valued by the organization. We are also thankful for the helpful suggestions they provided that will help guide our work in human resources planning in the next fiscal year.

PERFORMANCE MANAGEMENT SYSTEMS

FORMAL PROGRAM REVIEWS

Formal reviews are conducted by independent experts, using data collected from program applicants, needs assessments, focus groups, individual applicant interviews and peer review committee recommendations and interviews.

FEEDBACK FROM PEER REVIEW COMMITTEES

Peer review committees are convened to make decisions regarding funding of projects. These committees of community and language experts also provide annual recommendations regarding programs, delivery materials, criteria, etc.

ADVISORY COMMITTEE FEEDBACK

Advisory Committee members provide feedback on the administration and delivery of our programs in their territories. They also advise the Board on policy development.

COLLECTION AND ANALYSIS OF STATISTICS ON CLIENT USE OF SERVICES

The First Peoples' Council collects statistics and analyzes feedback to evaluate usage and effectiveness of its programming and communications tools. These include statistics on funding applications, website visits, media hits, document downloads and feedback from arts outreach workshops. Also available is an online "language needs assessment" that tracks speakers and identifies community resources that can assist with language revitalization.

ANNUAL PERFORMANCE REVIEWS

The Board reports to the Advisory Committee at the Annual General Meeting and gathers feedback. Management and staff undergo an annual formal review process and there is also an annual Board evaluation process.

BENCHMARKING

The First Peoples' Council has no identical organizations with which to compare itself. The most comparable is likely the Woodland Cultural Centre, located in Brantford, Ontario, which has a similar mandate and serves the same number of First Nations, but has just six languages to protect, as compared to the 34 languages and 61 dialects in B.C. served by the Council.

In 2009/10, we determined the history, mandate and programs run by the Centre and in 2010/11, we were able to find out that the Woodland Cultural Centre has 12 full-time staff, which is similar to the number employed by the Council.

The majority of the Centre's funding comes from the federal level through the Department of Indian and Northern Affairs. This is in contrast to the Council, which is funded largely at the provincial level by government and First Nations.

In terms of governance, the Centre has three reps (a band councilor and community representatives) from each of three communities for a total of nine reps: the Wahta Mohawks, Six Nations of the Grand River and the Mohawks of the Bay of Quinte. The Council, by comparison, has representation on our Advisory Committee from all 34 First Nation languages in B.C.

KEY RISK AND CAPACITY ISSUES

Risk	Effect on Results	Action to Mitigate	Capacity to Meet Objective?
Extremely limited window of opportunity for effective action due to declining numbers of First Nations language speakers and cultural experts	The language report we released in 2010 shows that if significant action is not taken, many of the First Nations languages of B.C. will be extinct within the next few years.	We are taking a multi-pronged approach to language loss, including: • Working with partners to maximize resources • Delivering funding for language immersion programs to communities • Developing and administering FirstVoices, an online language archiving tool	The Council has been creative and innovative in order to maximize limited resources, but based on current levels of funding, will not be able to stabilize many of B.C.'s languages. The risk has increased for coming years as combined funding from MARR and NRT was reduced by 26 percent in 2012/13 because both funders have been impacted by low returns on their investments..
Quantity and diversity of First Nations languages and cultures in B.C.	B.C. has 34 distinct languages and 61 dialects as well as thousands of distinct cultural practices and traditional art forms. The sheer diversity of languages and cultures means that targeted resources are required in each language for the work to truly make an impact	A key priority for the Council is to seek additional resources and to maximize the use of its existing resources, including sharing technological innovations across multiple communities. We support language authorities, which are entities that unite language communities divided by geography or political boundaries to ensure that each language family has a single, committed strategy and can share resources effectively.	Our capacity to provide community based grants for 2011/12 was increased when we received the Aboriginal Language Initiative funding. We also leveraged resources for additional technological innovations in 2011/12 including: • FirstVoices Chat App • Two new FirstVoices archives: Tsaa? Dane and Cree (Salteau) • Nine FirstVoices dictionary phrase apps with three more in development • Dictionary digitalization of two languages

KEY RISK AND CAPACITY ISSUES

Risk	Effect on Results	Action to Mitigate	Capacity to Meet Objective?
Limited resources are made available for First Nations languages, arts and cultures, as they are competing with other critical issues and may not be considered high priority by policy makers and some communities leaders	The Council and the communities have accomplished a great deal despite limited investments and funding sources available. However, First Nations languages, arts and cultures are still at great risk and we continue to compete with a variety of other organizations and interests, some of which have more staff and internal resources to dedicate to fundraising.	The Council and its stakeholders are working together to educate and influence policy makers and decision makers that an investment in First Nations languages, arts and cultures will strengthen governance, wellness, identity, and education outcomes.	The Council has been creative and innovative in order to maximize limited resources, but based on current levels of funding, will not be able to stabilize many of B.C.'s languages. The risk has increased for coming years as combined funding from MARR and NRT was reduced by 26 percent in 2012/13 because both funders have been impacted by low returns on their investments.
New and ongoing funding targeted to First Nations arts, languages and cultures is not being targeted in a coordinated manner to ensure maximum effectiveness	Critical resources are being used to create new infrastructure and programs instead of supporting existing infrastructure and programs. Some funding is also being spent in areas such as "awareness" of First Nations languages instead of on immersion and archiving activities.	The Council developed a proposal to conduct research on policy recommendations for investments in language revitalization. We will be working with communities that have had successful outcomes and develop more best practices and share the findings broadly across B.C.	Capacity to complete the research is dependent on the success of the proposals. The Council is participating on a province wide language roundtable and is encouraging more community based investment and partnerships with other organizations investing in languages.

KEY OPPORTUNITIES AND CAPACITY ISSUES

Opportunity	Effect on Results	Action to Mitigate	Capacity to Meet Objective?
To diversify funders and access foundations and private sector resources	Additional investment in our work by a broader and more diverse funder base would mean more communities could have successful language revitalization and cultural program outcomes. In addition, a more diverse support network would reduce the risk to our programs. An investigation of philanthropy trends in Canada indicates there is a perception that First Nations in Canada are the responsibility of government. In order to encourage funding from other sources, we need to educate potential funders about the issues faced by First Nations.	Individuals in the larger community are interested in First Nations arts, culture and language, and genuinely care about their survival. The First Peoples' Council will continue to work with the First Peoples' Cultural Foundation to build relationships with organizations and private sector donors that will lead to increased levels of funding.	Our capacity to raise funds through the private sector has so far been limited as we currently have very few resources to invest in fund development. We are working with a part-time professional fundraiser. The Council's staff and the Board are contributing to Fundraising Plans.
Use of technology for recording and preserving cultural and language knowledge	Technology is an efficient way to meet the needs of individuals and communities across the province. More youth and First Nations across B.C. have access to their languages via technology.	We are continuing to expand FirstVoices to make it even more robust. FirstVoices Language Tutor has given communities the chance to build state-of-the-art online language lessons, and we recently launched a FirstVoices language app for the iPhone, iPad and iPod touch.	We have been able to attract funding for research and development for technology and tools. However, the important work of content development (archiving words and phrases) continues to be limited by a lack of direct funding to support it.

KEY OPPORTUNITIES AND CAPACITY ISSUES

Opportunity	Effect on Results	Action to Mitigate	Capacity to Meet Objective?
Unanimous support from B.C. First Nations leadership	The important partnerships that have been developed with First Nations at all levels mean that programs are aligned with the needs of communities.	B.C. leadership organizations have adopted resolutions of support endorsing the First Peoples' Council as the go-to organization for First Nations arts, language and culture revitalization in B.C. The First Peoples' Council will continue to work with First Nations leadership to draft and implement viable solutions to the critical issues of language and cultural loss in our communities.	We have developed good relationships and communication with First Nations leadership and receive invitations to participate on a regular basis. They have written letters of support for our organization and responded to the funding reduction.
Employment and capacity building for First Nations cultural sector	The First Peoples' Council has been able to tap into talent in communities and develop its own experts in cultural revitalization. Our programs provide quality training contributing to the competency and skill development in our partner communities. As well, there is a reciprocal benefit to the Council's employees who learn best practices from the communities.	We provide funding to communities and train individuals to work in a volunteer-capacity in the areas of language and culture. There is a real opportunity for these cultural leaders to transition into full-time employment in support of culture and language in their communities, thereby combining economic and cultural benefits.	We offer good quality training through the Master-Apprentice and Language Nests programs, and FirstVoices. We are currently exploring transitioning our training to accredited courses. Our materials and resources are already being used in courses at universities in B.C., Alberta, Michigan, Australia and China.

GOVERNMENT'S LETTER OF EXPECTATIONS

The *Government's Letter of Expectations* is an agreement between the First Peoples' Council and the Government of British Columbia. It defines the roles and responsibilities of each, and includes high-level performance expectations, public policy issues and strategic priorities. It is reviewed and updated cooperatively once per year by the Council and the Government of British Columbia.

Strategic Theme	Specific Government Direction	Key Actions of the Council
Good Governance	Monitor and review the implementation of regulations developed under the *First Peoples' Heritage, Language and Culture Act* (RSBC 2010) and the revised policy manual guidelines to assess level of compliance with the Board Resourcing and Development Office Best Practices Guidelines, as well as monitor and review the guidelines to ensure they meet these objectives: 1. Representation from all B.C. First Nations language groups on its Advisory Committee 2. Ability to adapt to governance changes as they occur in First Nations communities 3. Enhancing the credibility of the First Peoples' Council among First Nations, with governments, funders and other partners.	In 2011/12, we implemented the amendments to the Act and the new appointment process via open call for the Advisory Committee and Board. The Board is engaged in a strategic planning process that will continue in fall 2012. The Board and staff are reviewing key policies annually before each AGM. The Board approved an updated staff administration and human resources manual in spring 2012.
Creating Awareness	Continue to organize and implement successful events and media releases that celebrate and raise public awareness about B.C. First Nations arts, culture and languages.	Over the past year, we have sent out a number of press releases announcing new products either developed by the First Peoples' Council or by recipients of funding from the Council. Key events: FirstVoices Chat App launch, Announcement of the Aboriginal Languages Funding
Reporting	Continue to research and implement performance indicators and reporting mechanisms relevant to the corporation and First Nations communities.	The First Peoples' Council explored options for data management systems to improve reporting capacity. The project to improve our data collection and management is on hold until funding can be identified.
Obligations to Shareholder	Fulfill obligations set out under the 2011–2012 Service Level Agreement between the Shareholder and the Corporation.	We have continued to meet our obligations through reporting mechanisms such as the Service Plan and Annual Report.
Comply with Crown Requirements	Comply with government requirement for Crown corporations to be carbon neutral by 2010.	We have been recording activities to reduce our GHG emissions in the SmartTOOL and in carbon neutral action reports, most recently in March 2012.

MANAGEMENT DISCUSSION AND ANALYSIS

This discussion and analysis of the financial results from operations and financial position for the year ended March 31, 2012 should be read in conjunction with the audited financial statements and accompanying notes. Management has included some forward-looking statements which we believe to be reasonable, based on information currently available, but these statements are subject to risks and uncertainties that may cause actual results to differ from those forward-looking statements.

The Service Plan budget is a forecast approved by the Minister of Aboriginal Relations and Reconciliation. The Board of Directors made adjustments to the budget through amendments. Refer to the Summary of Financial Results for more information. The Auditor's Report is unqualified and financial statements are considered to fairly represent the financial position and operations of the First Peoples' Council for the year ended March 31, 2012.

The Council closed the year ended March 31, 2012 with a balanced budget on expenditures of $4.098 million. Table 1 provides a summary of operating results for the year (fiscal 2012) along with historical and forward looking information. The forecast figures for 2013 through 2015 reflect the currently approved Service Plan for the Council.

SERVICE PLAN BUDGET FORECAST VERSUS ACTUALS

There were a few budget categories with variances from the Service Plan budget and the actuals. The commentary will only discuss those variances that are over 1% of the total gross budget for 2012. Due to the nature of how revenues flow into the organization there are often updates to the approved Service Plan budget. Unlike other government departments with fixed budgets, the Council acts as a non-profit and applies for funding by writing proposals through out the fiscal year.

The Service Plan budget forecast versus actuals variances are mainly a result of the successful proposals. It is not possible to forecast the results of proposal driven fundraising at the time of the Service Plan development. Under revenue there is $822,000 increase in Grants from Federal Ministries from a successful proposal to administer the Aboriginal Language Initiative. There is an additional $87,000 in funds for FirstVoices projects in the Grants from Non-Government Organizations category. The Overhead Recoveries category also shows an increase of $47,000 over the Service Plan budget and this related to the administration costs of the Aboriginal Language Initiative.

Under Expenditures, the actual results allocate an additional $791,000 in grants to communities through the Aboriginal Language Initiative. The Salaries and Benefits category shows a variance of $121,000 and this was due to increased staffing to administer the ALI project and staff re-structuring costs.

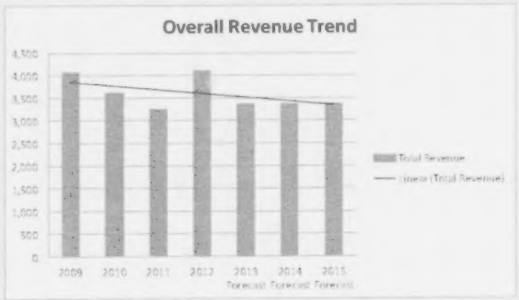


Chart 1 – Overall Revenue Trend indicates a downward trajectory and this is largely due to inclusion of forecast data for 2013 through 2015. There is a reduction in the revenue forecast from Ministry of Aboriginal Relations and Reconciliation as well as New Relationship Trust. See Chart 2 for a breakdown.

2010/11 vs 2011/12 Actuals Comparison

This section is a comparison of actual results for 2010/11 and 2011/12. Below we describe any variances over one percent of the 2011/12 gross budget.

There were some very large variances from the previous year due to the flow of funding to the Council instead of to the First Peoples Cultural Foundation. Funding for the arts programs increased by $358,000 in 2011/12. In the previous year, only part of the total arts allocation flowed through the Council. In 2011/12, the Department of Canadian Heritage approved a proposal from the Council to be the Regional Delivery Agent for the ALI. This resulted in an increase in revenue of $809,000. Under grants from non-governmental organizations, there was a decrease in revenue of $259,000. Again this was due to one time only funding from the First Peoples' Cultural Foundation for the arts program.

The expenditure variances include a large increase in grants and this is due to the ALI. The categories Purchased Services and Professional Fees had been combined in the previous year as Contract Services and in 2011/12 were split so

there is a decrease of $88,000 in Purchased Services and an increase of $78,000 in Professional Fees.

Capital Expenditures

There were no significant capital expenditures for fiscal 2011/12 and additions consisted primarily of computer equipment replaced during the year.

Net Assets and Liquidity

Cash balances at March 31, 2012 amounted to $292,000, a decrease of $238,000 from the previous year. Total debt is entirely represented by short-term obligations that will be completely extinguished in the upcoming year. Net cash inflow from operations was $0 resulting in unrestricted net assets of $384,000 and net assets invested in capital assets of $51,000.

MAJOR RISKS AND OPPORTUNITIES THAT AFFECTED FINANCIAL PERFORMANCE, THEIR IMPACT ON FINANCIAL RESULTS, AND HOW THE IMPACT WAS MANAGED OR MITIGATED

Slow recovery from economic crisis

The Council's partners and many funders have been affected by the slow economic recovery. As a result, the availability of grant funding has been reduced considerably and the Council's ability to access funding is limited and unpredictable. Two of our key funders have been impacted by low returns on their investments resulting in a 26% percent reduction in funding from them for 2012/13. Diversifying funding sources is a key goal for the Council in the coming years.

Internal organizational capacity

The level and amount of reporting required in order to manage programs and accountabilities is a challenge for a small organization with a modest budget. The issue is difficult to mitigate as many funding partners invest in Council programs but do not contribute funds to support the administrative capacity of the organization. The reporting requirement pressures can be mitigated by using technology for data collection and analysis. We have been unable to identify resources to assist with this project.

We rely on the funding from the Ministry of Aboriginal Relations and Reconciliation for our operations and any reductions impact our staffing and administrative capacity.

Staff retention and recruitment has recently been affected by unexpected reductions to the organization's funding. Our ability to compete for specialized talent is reduced by decreasing revenue and the inability to offer stable employment. The outlook is not positive as key management staff are preparing to retire. Although the Council's unique programming and cutting edge initiatives are attractive to potential employees, in these times of economic uncertainty employees are looking to larger employers and career opportunities that we cannot offer.

Increasing demand for community-based funding

Since the release of the 2010 Status of B.C. Languages Report, First Nations communities are becoming more aware of the critical state of B.C.'s First Nations traditionally based arts and languages. Community language champions and artists are rallying to make the transmission of cultural knowledge accessible. The Council must increase its community-based resources significantly to ensure all language groups and traditional art forms are being supported across the province or they will be extinct in a few years. B.C. has already lost eight languages the other 34 are either severely endangered or nearly extinct.

The lack of coordination of language funding is a key issue as new funds become available and are being distributed by other organizations that do not have the same goals as the Council. The Council has been recognized by the governments of BC and Canada, B.C. First Nations and language champions as the go-to organization for languages. However, other key funders are not consulting the Council on decisions to fund language and culture.

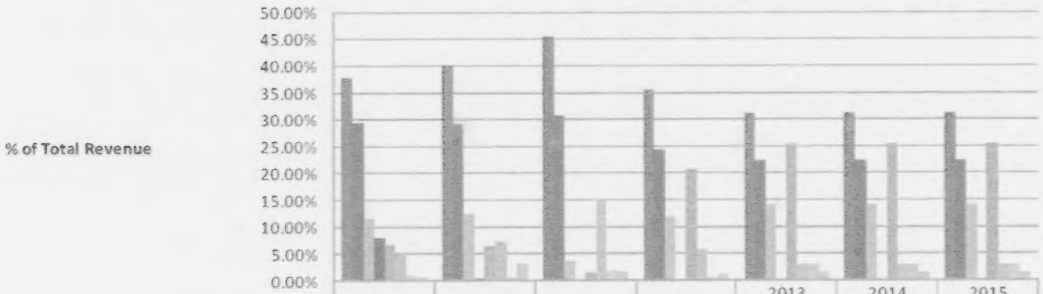
In February 2012, in partnership with the First Nations Education Steering Committee, a roundtable of language stakeholders was established. Together we hope to share all the good work happening, to support communities and to work together to identify any gaps or duplication.

Use of technology

The Council and our partners are investing in new tools and technology to support First Nations to document and teach their languages. We are making these tools available to as many First Nations communities as possible. These tools connect the younger generations with their First Nations language and include the online FirstVoices language Tutor, and applications for the iPhone, iPad and iPod Touch.

SUMMARY OF FINANCIAL RESULTS

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	Service Plan Budget	Budget Variance	Year Variance	2013 Forecast	2014 Forecast	2015 Forecast
Revenues										
Ministry of Aboriginal Relations & Reconciliation	1,535	1,451	1,476	1,451	1,451	0	(25)	1,051	1,051	1,051
New Relationship Trust	1,193	1,055	1,000	1,000	1,000	0	0	750	750	750
BC Arts Council	467	450	123	480	450	(30)	357	480	480	480
Other Provincial Ministries	320	14	0	0	0	0	0	0	0	0
Grants from Federal Ministries	276	236	43	852	30	(822)	809	852	852	852
Grants from Non-Governmental Organizations	206	264	496	237	150	(87)	(259)	100	100	100
Interest and Other	41	23	63	31	10	(21)	(32)	98	98	98
Office overhead recoveries	22	117	54	47	0	(47)	(7)	47	47	47
Total revenue	4,060	3,610	3,255	4,098	3,091	(1,007)	843	3,378	3,378	3,378
Expenditures										
Grants	2,406	1,970	1,786	2,537	1,746	(791)	751	1,984	1,984	1,984
Salaries and Benefits	687	813	890	941	820	(121)	51	800	800	800
Community Resources, R & D and Jury Costs	154	160	86	109	100	(9)	23	164	164	164
Purchased Services	442	198	125	37	10	(27)	(88)	17	17	17
Professional Fees	23	22	28	106	78	(28)	78	98	98	98
Facilities rent, heating and maintenance	59	59	64	58	57	(1)	(6)	57	57	57
Office overhead and operating costs	167	256	186	209	195	(14)	23	167	167	167
Amortization of Capital Assets	64	53	48	38	40	1	(10)	40	40	40
Board and Advisory	58	79	42	63	45	(18)	21	51	51	51
Total Expenses	4,060	3,610	3,255	4,098	3,091	(1,007)	843	3,378	3,378	3,378
Excess (Deficiency) of Revenue over Expenses	0	0	0	0	0	0	0	0	0	0
Capital Expenditure	0.00	0.00	15	15	15	15	15	15	15	15
Staffing (Actual and Budgeted FTE)	9	9	9	10	10	10	10	9	9	9
Total Debt	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Closing Net Assets	384	384	384	384	384	384	384	384	384	384



	2009	2010	2011	2012	2013 Forecast	2014 Forecast	2015 Forecast
Ministry of Aboriginal Relations	37.82%	40.19%	45.35%	35.41%	31.11%	31.11%	31.11%
New Relationship Trust	29.38%	29.22%	30.72%	24.40%	22.20%	22.20%	22.20%
BC Arts Council	11.50%	12.47%	3.76%	11.71%	14.21%	14.21%	14.21%
Other Provincial Ministries	7.89%	0.39%	0.00%	0.00%	0.00%	0.00%	0.00%
Grants from Federal Ministries	6.79%	6.53%	1.33%	20.79%	25.22%	25.22%	25.22%
Grants from Non-Governmental Agencies	5.07%	7.30%	15.23%	5.79%	2.96%	2.96%	2.96%
Interest & Other	1.00%	0.64%	1.93%	0.76%	2.91%	2.91%	2.91%
Office Overhead Recoveries	0.54%	3.23%	1.66%	1.15%	1.40%	1.40%	1.40%

Chart 2 provides a breakdown of revenue trends by source and is expressed as a percentage of total revenue for each year. The percentage of total revenue provided by the Council's two largest funders, the Ministry of Aboriginal Relations and Reconciliation and the New Relationship Trust, shows a high of 45.35% and 30.72% respectively. The 2013 forecast shows these percentages have dropped considerably to 31.11% and 22.2% respectively.

OVERVIEWS OF THE INTERNAL AND EXTERNAL BUSINESS AND POLICY ENVIRONMENT AFFECTING FINANCIAL OPERATIONS OVER THE PAST YEAR

In 2011/12, the Council was successful in its application to the Department of Canadian Heritage to deliver the ALI. In the previous year, the ALI was delivered by the Foundation. The Department of Canadian Heritage amended the policy that excluded the Council as a potential delivery agent. The Council has applied to be the Regional Delivery Agent for 2012/13.

A key funder, the New Relationship Trust requires the Council to leverage additional funds. This requirement has been both a challenge and an opportunity.

MANAGEMENT PERSPECTIVE ON FUTURE FINANCIAL OUTLOOK COVERING AT LEAST THE THREE-YEAR PERIOD LISTED IN THE SERVICE PLAN

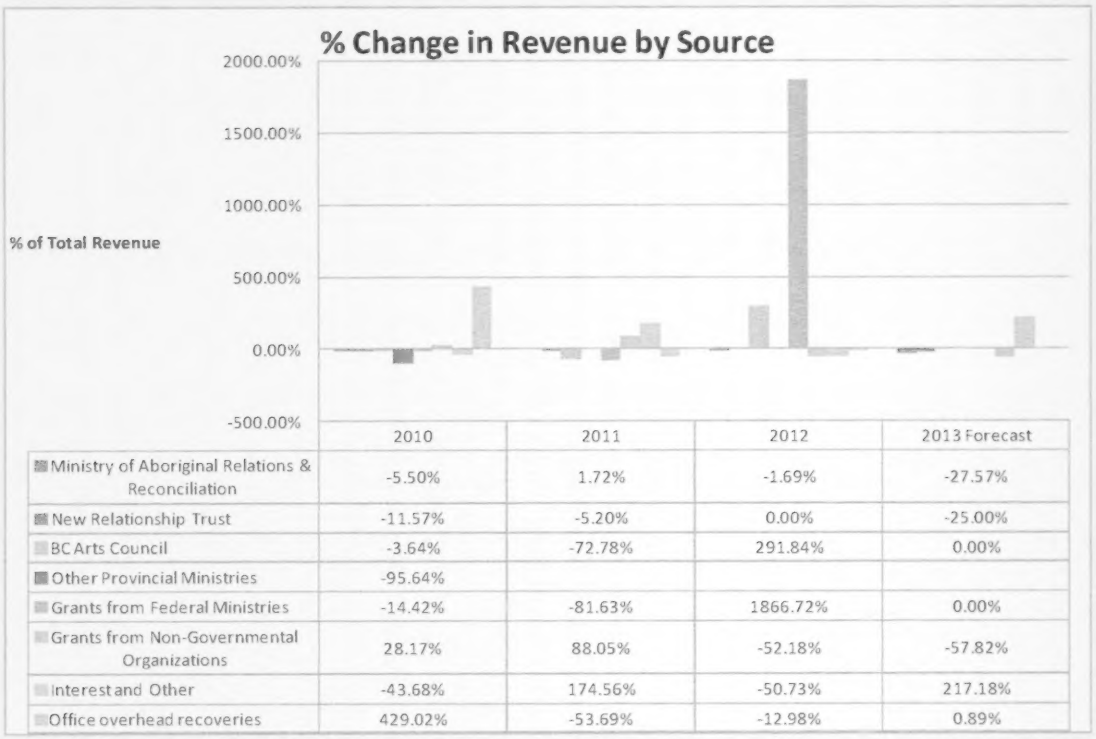
See Summary of Financial Results for our best funding estimates for the next three years.

In 2011/12, FP received $809,000 from the Department of Canadian Heritage to deliver the ALI. This significant investment has positively impacted the capacity and language revitalization results in B.C. First Nations communities. The Council has a proposal in process of approval to deliver the ALI funding in 2012/13. We are hopeful the program will continue. However, the positive impact of this funding will be tempered against a 26% decrease in funding from MARR and NRT in 2012/13 because both funders have been impacted by low returns on their investments. The net annual gain from the federal investment is decreased to $159,000 by the reduction in other revenues.

Unless the Council and its partners can make headway in finding more resources for grants to communities to do this urgent and valuable work, the outlook is not positive for the organization, our community partners or B.C. First Nations languages. The Council does plan to diversify funders and limit the impact when funding reductions occur; however, policy makers often assume that multiple funders equals a duplication of funding. In the coming years, the Council is stepping up its external communications and opportunities for educating decision makers about the positive impact of language and cultural revitalization and its interconnection in all areas such as land management, fisheries, health, education, governance, business, and treaty making. First Nations languages are what make First Nations peoples unique to this land and it informs an Indigenous decision making that will ensure a future for our peoples.

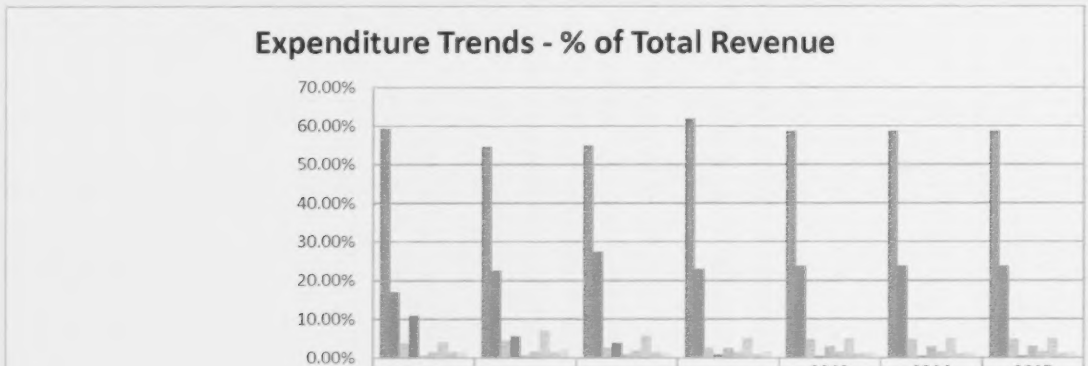
The Council's Business Plan outlines what is needed to stop the demise of B.C.'s First Nations languages. However, we remain committed to increasing the funding available for languages to a level where our community partners can halt the extinction of B.C. First Nations languages.

The Council will continue to work with the Ministry of Aboriginal Relations and Reconciliation to make a case for additional resources for B.C. First Nations languages from provincial ministries, the federal government and other funders.



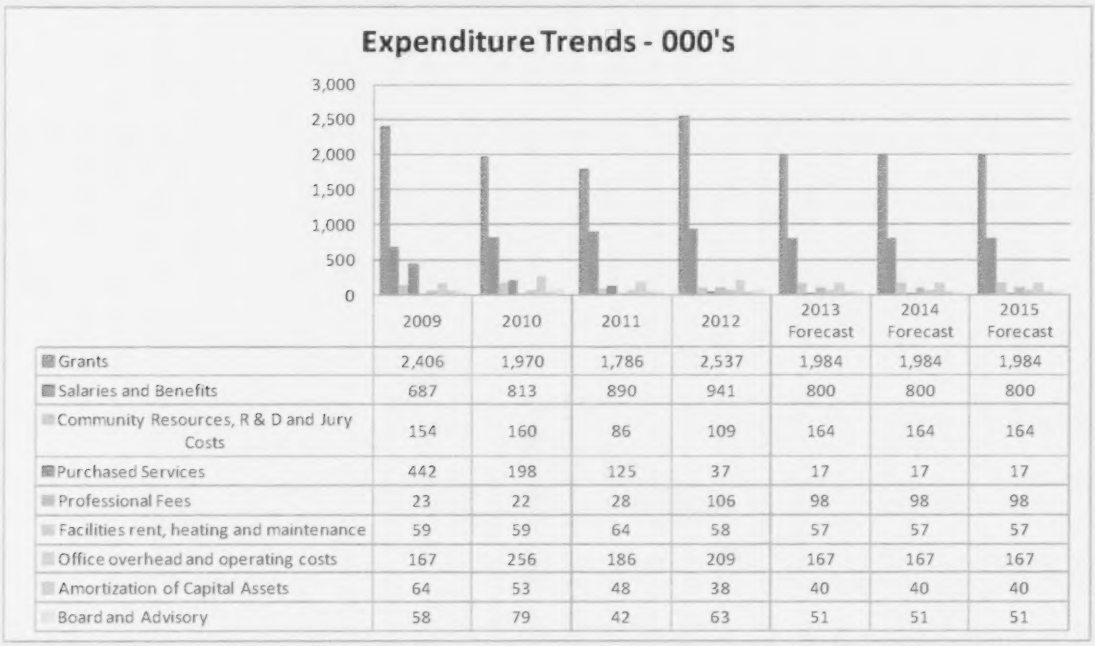
	2010	2011	2012	2013 Forecast
Ministry of Aboriginal Relations & Reconciliation	-5.50%	1.72%	-1.69%	-27.57%
New Relationship Trust	-11.57%	-5.20%	0.00%	-25.00%
BC Arts Council	-3.64%	-72.78%	291.84%	0.00%
Other Provincial Ministries	-95.64%			
Grants from Federal Ministries	-14.42%	-81.63%	1866.72%	0.00%
Grants from Non-Governmental Organizations	28.17%	88.05%	-52.18%	-57.82%
Interest and Other	-43.68%	174.56%	-50.73%	217.18%
Office overhead recoveries	429.02%	-53.69%	-12.98%	0.89%

Chart 3 shows year by year percentage changes in revenue by source. The 2014 and 2015 forecast has not been included as there are not any forecast percentage changes for those years. There is a general declining trend across all sources of revenue with the exception of Grants from Federal Ministries which shows a significant increase in 2012. This is due to Department of Canadian Heritage funding provided for the Aboriginal Language Initiative. The forecast for 2013 shows significant reductions from Ministry of Aboriginal Relations and Reconciliation (27.57%) and New Relationship Trust (25%). Other revenue areas are more typically "soft" or proposal driven funding that can cause a greater degree of uncertainty and variation.



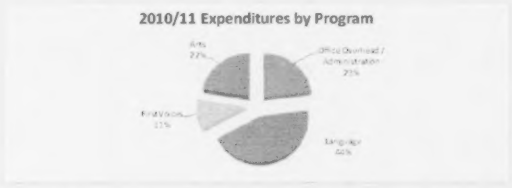
	2009	2010	2011	2012	2013 Forecast	2014 Forecast	2015 Forecast
Grants	59.27%	54.57%	54.86%	61.92%	58.72%	58.72%	58.72%
Salaries and Benefits	16.92%	22.52%	27.33%	22.97%	23.69%	23.69%	23.69%
Community Resources, R & D and Jury Costs	3.79%	4.43%	2.64%	2.65%	4.84%	4.84%	4.84%
Purchased Services	10.89%	5.48%	3.83%	0.89%	0.50%	0.50%	0.50%
Professional Fees	0.56%	0.60%	0.85%	2.58%	2.90%	2.90%	2.90%
Facilities rent, heating and maintenance	1.45%	1.63%	1.97%	1.42%	1.70%	1.70%	1.70%
Office overhead and operating costs	4.12%	7.08%	5.72%	5.09%	4.94%	4.94%	4.94%
Amortization of Capital Assets	1.58%	1.46%	1.49%	0.94%	1.18%	1.18%	1.18%
Board and Advisory	1.44%	2.20%	1.30%	1.54%	1.52%	1.52%	1.52%

Chart 4 expresses expenditures as a percentage of total revenue to get a relative measure of how resources are allocated along expenditure line categories. Most expenditure categories are staying relatively constant in relation to total revenue received.



	2009	2010	2011	2012	2013 Forecast	2014 Forecast	2015 Forecast
Grants	2,406	1,970	1,786	2,537	1,984	1,984	1,984
Salaries and Benefits	687	813	890	941	800	800	800
Community Resources, R & D and Jury Costs	154	160	86	109	164	164	164
Purchased Services	442	198	125	37	17	17	17
Professional Fees	23	22	28	106	98	98	98
Facilities rent, heating and maintenance	59	59	64	58	57	57	57
Office overhead and operating costs	167	256	186	209	167	167	167
Amortization of Capital Assets	64	53	48	38	40	40	40
Board and Advisory	58	79	42	63	51	51	51

Chart 5 shows expenditures expressed in dollars and is intended to provide comparative information with previous years actual results as well as show future resource allocation requirements needed to maintain the relative measures noted in Chart 4.



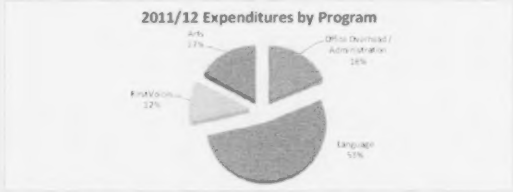


Chart 6 breaks down expenditures by function; and two years of data has been presented to show the changes from the prior year. Language program spending increased to 53% in 2011/12 from 44% in 2010/11, mainly due to Department of Canadian Heritage funding. FirstVoices increased to 12% in 2011/12 from 11% in 2010/11 while Arts decreased to 17% in 2011/12 from 22% in 2010/11. Office overhead and administration is always an area that FPHLCC wants to minimize and 2011/12 saw a reduction to 18% of overall spending from 23% in 2010/11.

APPENDIX 1: LIST OF GRANT RECIPIENTS

LANGUAGE PROGRAM 2011/12

Pre-School Language Nests

Chief Atahm School	$19,818
Secwepemc-Ka Conference	$6,930
Stz'uminus First Nation	$20,706
Xeni Gwet'in First Nation	$19,818
Lower Nicola Indian Band	$19,818
Qaqauailas Daycare Centre	$19,818
Seabird Island Band	$19,818
Nunwakola Cultural Society	$24,818
Okanagan Indian Band	$26,818
Tl'etinqox-T'in Government	$19,818
Gitwangak Education Society	$19,818
TOTAL	$218,000

Master-Apprentice Teams

Nsyilxcən	$18,000
Nisga'a	$18,000
Tāɬtān	$18,000
Gitsenimx̱	$16,000
Tsilhqot'in	$18,000
Secwepemctsin	$14,000
Wet'suwet'en	$18,000
Nisga'a	$15,700
Haisla	$27,300
Nuučaaɬuɬ (Hesquiaht)	$18,000
Éy7á7juuthem	$15,000
Tse'khene	$18,000
Kwak'wala	$18,000
Nɬeʔkepmxcín	$23,000
She shashishalhem	$18,000
TOTAL	$273,000

Language & Culture Camps

Upper Nicola Band	$14,500
Lower Nicola Band	$15,000
Okanangan Indian Band	$10,400
Ts'kw'aylaxw First Nation, Ts'kw'aylaxw Elders' Society	$14,400
Namgis First Nation	$14,995
Saik'uz First Nation	$11,500
Lake Babine First Nation	$13,700
Skin Tyee First Nation	$13,000
Switzemalph Cultural Society	$15,000
Mount Currie Band	$14,000
Campbell River First Nation	$13,400
Seabird Island Band	$13,400
Stz'uminus First Nation	$15,000
TOTAL	$178,295

Language Authorities

Secwepemc Cultural Education Society	$18,500
En'owkin Centre	$18,500
Treaty 8 Tribal Association	$18,500
Coqualeetza Cultural Education Centre	$18,500
Upper St'at'imc Lang, Culture, Education Society	$25,500
Xaad Kihlgaa Hl Sii Society	$21,125
WSANEC School Board	$28,125
Nicola Tribal Association	$21,125
Tsilhqot'in National Government	$21,125
Iskut Band Council (Tahltan)	$20,000
Tseshaht First Nation (Nuuchahnulth)	$3,000
TOTAL	$214,000

APPENDIX 1: LIST OF GRANT RECIPIENTS

B.C. Language Initiative	
Campbell River Indian Band	$12,000
Gitksan Wet'suwet'en Education Society	$15,000
Musqueam Indian Band	$15,000
Namgis First Nation / Tłisalagi'lakw School	$11,850
Nicola Tribal Association	$15,000
Nuchatlaht First Nation	$ 6,444
Penticton Indian Band /Outma Sqilx'w Cultural School	$15,000
Saik'uz First Nation	$15,000
Secwepemc Cultural Education Society	$11,592
Splatsin First Nation / Splatsin Tsm7aksaltn	$15,000
Stó:lô Nation Education	$12,240
Tseshaht First Nation	$14,990
Wilp Wilxo'oskwhl Nisga'a	$14,395
Xaad Kihlgaa HI Suu.u Society - Old Massett Village	$15,000
TOTAL	$188,511

Aboriginal Language Initiative	
Hesquiaht Language Program	$75,000
Ehattesaht Tribe	$75,000
Sliammon First Nation	$71,250
West Saanich Adult Native Education Centre (WSANEC) School Board	$64,481
Kwakiutl Band Council	$63,367
Skeetchestn Community School	$55,650
Upper Statimc Language Culture & Education Society	$49,917
Skidegate Band Council	$49,585
Coldwater Indian Band	$42,632
Nihiyaw Language & Culture Society	$39,900
Taku River Tlingit First Nation	$38,253
The Paul Creek Language Association	$33,700
Kwadacha Education Society	$24,180
Kamloops Indian Band	$20,000
TOTAL	$702,915

FIRSTVOICES 2011/12

Communities/Languages (NRT Funding)		
Northern Sta̓timcets	$12,000	Content Upgrades; App Development
nłeʔkepmxcin	$20,000	Content Upgrades
Nisga'a	$15,000	Content Upgrades; App Development
cišaaʔath	$20,000	Training; Content Upgrades
Halq'emeylem	$20,000	Training; Content Upgrades; Tutor
Secwepemc	$20,000	Training; Content Upgrades; Tutor
Lil'wat	$12,000	Training; Content Upgrades; Tutor
Tsaaʔ Dane	$22,500	New Archive Training & Development
Cree (Saulteau)	$25,000	New Archive Training & Development
HUL'Q'UMI'NUM'	$25,000	Language Tutor Training & Content
TOTAL	$191,500	

Communities/Languages (FPCF Funding)		
Nakazd'li (Fort St. James)	$10,000	Dictionary digitization/batch upload
she shashishalhem (Sechelt)	$16,000	Dictionary digitization/batch upload
SENĆOŦEN (Saanich)	$15,000	Archive content upgrade (Victoria Fdn.)
TOTAL	$41,000	

APPENDIX 1: LIST OF GRANT RECIPIENTS

ABORIGINAL ARTS DEVELOPMENT AWARDS 2011/12

Arts Administrator Internships and Mentorships

Victoria Baptiste Ullus Collective	$22,000
Lyle Campbell Urban Aboriginal Artists Collective	$22,000
Ron Dean Harris W2 Community Media Arts Society	$22,000
Chris Bose Arnica Artist Run Centre	$22,000
TOTAL	$88,000

Individuals

Vincent Abbott	$4,000
Shirley Alphonse	$5,000
Trevor Angus	$3,100
Charles Brown	$4,000
Chrystal Chapman	$2,500
Allan P. Davidson	$4,000
Lindsay Delaronde	$4,000
Ippiksaut Friesen	$5,000
Rosemary Georgeson	$5,000
Pearl Harris	$5,000
Kimberly Harvey	$4,000
Warren Hooley	$5,000
Jack Horne	$3,000
Debbie Hunt	$4,400
Verna Jones	$5,000
Virginia Joseph	$5,000
Robert Kennedy	$5,000
Joyce Little	$2,500
Latham Mack	$5,000
Corey Moraes	$5,000
Wanda Robinson	$5,000
Kristi Lane Sinclair	$2,500
Dano Underwood	$3,000
Jay Cardinal Villeneuve	$4,000
Tiffany Amber Vanderhoop	$5,000
TOTAL	$105,000

Organizations

Lil'wat7ul Culture Centre	$20,000
Okanagan Indian Educational Resources Society	$24,000
Raven's Eye Artist Collective	$10,000
Red Cedar Aboriginal Theatre Collective	$10,000
Red Diva Projects	$24,000
Savage Society	$24,000
Tluu Xaada Naay Society	$24,000
T'Souke Arts Group	$24,000
Vancouver Indigenous Media Arts Society	$24,000
Dane-zaa Art Collective	$20,000
TOTAL	$204,000

Sharing Traditional Arts Across Generations

Aboriginal Gathering Place Collective	$11,000
Chehalis Community School	$11,000
Collison Pansy	$11,000
Four Salish Winds Society	$11,000
House of Ma'os	$11,000
K'alts'ida K'ah	$11,000
Musqueam Indian Band	$11,000
Okanagan Indian Band	$11,000
Old Masset Village Council	$10,000
Raven Spirit Dance	$2,500
Red Fish Blue Fish Aquatic Society	$9,000
Secwepemc Cultural Education Society	$9,000
Skin Tyee Nation	$11,000
Splatsin Education Department	$11,000
Ucwalmicw Centre Society	$11,000
Vancouver Aboriginal Friendship Centre	$11,000
Vancouver Island Heiltsuk Women & Family Group	$7,500
TOTAL	$170,000

APPENDIX 2: CULTURAL INSTITUTE

FUTURE VISION FOR THE ORGANIZATION

Establishment of a First Peoples' Cultural Institute

Even with the economic uncertainty we are now facing, we are determined to realize our vision for a centre that will continue to raise the profile of First Nations arts, languages and cultures in British Columbia.

The First Peoples' Board of Directors envisions the First Peoples' Cultural Institute as B.C.'s version of the Smithsonian Institute–a First Nations-run centre that attracts positive attention from around the world for the government of B.C. and its policies of reconciliation. However, it would be unique in that it would not be a museum in the traditional sense, but a demonstration of living First Nations cultures. This vision for the future clearly ties together all of the goals that have been outlined in this Annual Report.

The Institute would house the First Peoples' Council in a new space that would include an art gallery, recording facilities, offices and working space for learning and passing on cultural knowledge–an incubator for cultural expression and the development of cultural experts, and an international showcase of B.C. First Nations cultures. It would also expand and enhance the arts, culture and language programming of the Council to fulfill its complete mandate.

While the Institute would serve First Nations communities, cultural centres, Elders and artists, it would also importantly provide opportunities for First Nations youth to forge deeper connections with their heritage, arts, language and culture. This is key to the survival of First Nation's cultural and linguistic practices in B.C.

In order to achieve this important vision, the First Peoples' Council needs to build capacity within the current organization as a next step. Institutions such as the Royal B.C. Museum and the Museum of Anthropology are able to raise millions of dollars from public and private sources because they have infrastructure in place. With this in mind, we are taking steps, including further development of a business plan and feasibility study, that will allow us to move toward this important next level, so that we can fulfill our full mandate as legislated by the government of B.C. and for all First Nations in the province.

APPENDIX 3: ABORIGINAL LANGUAGES IN B.C.

34 BRITISH COLUMBIA FIRST NATIONS LANGUAGE GROUPS

Family Subfamily	Language Group Name[1]	Other Language Names[2]
ALGIC ALGONQUIAN	Anishnaubemowin	Saulteau, Plains Ojibway, Ojibway
ALGIC ALGONQUIAN	ᓀᐦᐃᔨᐘᐏᓐ (Nēhiyawēwin)	Cree
ATHABASKAN-EYAK-TLINGIT[3] DENE (ATHABASKAN)	Dakelh (CB^{L})	Carrier, les Porteurs, Takulie, Takelne, Dakelhne
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Dane-Zaa (Cᓀ ᑲ)	Beaver Dunne-za dʌnneza Dane-zaa Záágé?
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Danezāgé'	Kaska Kaska Dena
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Dene K'e	Dene Dene Tha' Acha'otinne
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Nedut'en / Wet'suwet'en	Babine Lake Babine, Nadot'en Nedut'en Nat'oot'en Wet'suwet'en Babine-Witsuwit'en Bulkley Valley/Lakes District Language
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Tāłtān	Tahltan Nahanni
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Tse'khene	Sekani Tsek'ehne Tsek'hene tθek'ehne
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Tsilhqot'in	Chilcotin Tzilkotin
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Tutchone (Southern)	Tutchone
ATHABASKAN-EYAK-TLINGIT TLINGIT	Łingít	Inland Tlingit Tlingit
KTUNAXA	Ktunaxa	Kootenay Kootenai
SALISHAN COAST SALISH	Éy7á7juuthem	Mainland Comox Comox Sliammon
SALISHAN COAST SALISH	Hul'q'umi'num' / Halq'eméylem / həńq̓əmińəm	Hul'q'umi'num' Halq'eméylem həńq̓əmińəm̓ Halkomelem
SALISHAN COAST SALISH	SENĆOŦEN / Malchosen / Lekwungen / Semiahmoo / T'Sou-ke	Northern Straits Salish
SALISHAN COAST SALISH	She shashishalhem	Sechelt sháshishálem
SALISHAN COAST SALISH	Sḵwx̱wú7mesh sníchim	Squamish
SALISHAN INTERIOR SALISH	Nłeʔkepmxcín	Thompson Nlaka'pamux Nlha7kápmx

APPENDIX 3: ABORIGINAL LANGUAGES IN B.C.

Family Subfamily	Language Group Name[1]	Other Language Names[2]
SALISHAN INTERIOR SALISH	Nsyilxcən	Okanagan
SALISHAN INTERIOR SALISH	Secwepemctsín	Shuswap Secwepemc
SALISHAN INTERIOR SALISH	Stʼátʼimcets	Stʼátʼimc Lillooet Statimc Stlʼatlʼimx Stlʼatlʼimc SX̱ʼaX̱ʼimxəc Stlatliumh Slatlemuk
SALISHAN NUXALK	Nuxalk	Bella Coola Nass
TSIMSHIANIC	Gitsenimx̱	Gitsanimx̱ Gitxsan Gitxsen Gitksan Hazelton
TSIMSHIANIC	Nisgaʼa	Nisgaʼa Nishga Niskaʼ Niskʼaʼ
TSIMSHIANIC	Sḵíxs	Klemtu Southern Tsimshian
TSIMSHIANIC	Sm̓algyax	Coast Tsimshian Tsimshian
WAKASHAN	Diitiid?aatx	Ditidaht Nitinat
WAKASHAN	Hailhzaqvla	Heiltsuk Bella Bella Heiltsuk-Oweekʼala
WAKASHAN	Kwakwala	Kwakwakaʼwakw Kwakiutl
WAKASHAN	Nuučaaɬuɬ	Nuu-chah-nulth Nootka[4] Nootkans West Coast Aht
WAKASHAN	Oowekyala	Oowekeno Oweekʼala Heiltsuk-Oweekʼala
WAKASHAN	Xenaksialaɬala / Xaʷislaɬala	Kitimat Kitlope Northern Kwakiutl
XAAD KIL	X̱aad Kil / X̱aaydaa Kil (Haida)	Haida

1 The "Language Names" are those used on First Peoples' Language Map of British Columbia and were compiled in consultation with First Nations communities in BC.

2 The "Other Language Names" are as listed on First Peoples' Language Map of British Columbia. Some of these names may no longer be in use, and may not be deemed acceptable by the relevant community.

3 The Athabaskan-Eyak-Tlingit family is part of the larger Dené-Yeneseian language family.

4 This is an outdated term for Nuučaaɬuɬ (Nuu-chah-nulth) that some Nuučaaɬuɬ people consider derogatory.

APPENDIX 4: FIRST PEOPLES' LANGUAGE MAP OF B.C.

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

FINANCIAL STATEMENTS

Year Ended March 31, 2012

AUDITED STATEMENTS

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

FINANCIAL STATEMENTS

Year Ended March 31, 2012

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Management's Report

Management's Responsibility for the Financial Statements

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Directors are responsible for ensuring that management fulfills its responsibilities for financial reporting and internal controls and exercises these responsibilities through the Board. The Board reviews internal financial statements on a monthly basis and external audited financial statements yearly.

The external auditors, COWLAND PATERSON & CO., conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of First Peoples' Heritage, Language and Culture Council and meet when required.

On behalf of First Peoples' Heritage, Language and Culture Council

Tracey Herbert
Chief Financial Officer

May 17, 2012

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Chris Cowland, CA*
Caroline Paterson, CGA*
*operating as a partnership of incorporated professionals

Independent Auditors' Report

To the Minister of Aboriginal Relations and Reconciliation, Province of British Columbia
To the Members of the Board of First Peoples' Heritage, Language and Culture Council

We have audited the accompanying financial statements of First Peoples' Heritage, Language and Culture Council, which comprise the statement of financial position as at March 31, 2012, and the statements of operations, changes in net financial assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory notes and information.

Management's Responsibilities for the Financial Statements
Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making these risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the financial statements present fairly, in all material respects, the financial position of the Council as at March 31, 2012 and the results of its operations, changes in net financial assets and statement of cash flow for the year then ended in accordance with Canadian generally accepted accounting principles.

Cowland Paterson + Co.

Sidney, B.C.
May 9, 2012

Professional Accountants

FIRST PEOPLES' HERITAGE, LANGUAGE AND CULTURE COUNCIL

Statement of Financial Position

as of March 31, 2012

(In Thousands of Dollars)

	2012	2011	April 1, 2010
Financial Assets			
Cash and Banks	292	530	606
Accounts Receivable	132	38	4
HST Receivable	35	17	-
Due from Government	154	8	64
Loans Receivable	100	-	-
	713	593	674
Liabilities			
Accounts Payable	352	264	381
Deferred Revenue	33	27	27
Total Liabilities	385	291	408
Net Financial Assets	328	302	266
Non-Financial Assets			
Tangible Capital Assets	51	79	115
Prepaid Expenses	5	3	3
Total Non-Financial Assets	56	82	118
Accumulated Surplus	384	384	384

Approved by The Board:

_____ Director

_____ Director

The accompanying notes and supplementary schedules are an integral part of these financial statements

FIRST PEOPLES' HERITAGE, LANGUAGE AND CULTURE COUNCIL

Statement of Operations

Year Ended March 31, 2012

(In Thousands of Dollars)

	Budget	2012	2011
Revenue			
Grants	4,026	4,020	3,138
Interest and other	132	31	63
Administration fees	47	47	54
Total Revenue	4,205	4,098	3,255
Expenditures			
Arts Programs	694	693	726
First Voices Programs	469	479	343
Language Programs	2,257	2,167	1,436
Operating expenses	745	721	702
Amortization	40	38	48
Total Expenditures	4,205	4,098	3,255
Annual Surplus (Deficit)	-	-	-
Accumulated surplus at beginning of year	384	384	384
Accumulated surplus at end of year	384	384	384

The accompanying notes and supplementary schedules are an integral part of these financial statements

FIRST PEOPLES' HERITAGE, LANGUAGE AND CULTURE COUNCIL

Statement of Change in Net Financial Assets

Year Ended March 31, 2012

(In Thousands of Dollars)

	Budget	2012	2011
Annual Surplus	-	-	-
Acquisition of tangible capital assets	(11)	(10)	(12)
Amortization of tangible capital assets	40	38	48
	29	28	36
Acquisition of prepaid expense	-	(2)	-
Increase in net financial assets	29	26	36
Net financial assets at beginning of year	302	302	266
Net financial assets at end of year	331	328	302

The accompanying notes and supplementary schedules are an integral part of these financial statements

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Statement of Cash Flow

Year Ended March 31, 2012

(In Thousands of Dollars)

	2012	2011
Cash flows from operating activities		
Cash received from:		
BC Arts Council	480	122
BC Ministry of Aboriginal Relations & Reconciliation	1,451	1,476
Canada Council of the Arts	30	45
Department of Canadian Heritage	822	-
First Peoples' Cultural Foundation	237	495
New Relationship Trust Corporation	1,000	1,000
Administration fees	46	54
Interest Income and other miscellaneous receipts	31	61
	4,097	3,253
Cash used for grants and awards	(2,537)	(1,785)
Cash used for salaries and benefits	(918)	(828)
Cash used for materials and services	(770)	(704)
	(4,225)	(3,317)
	(128)	(64)
Cash flows from financing activities		
Advances to First Peoples' Cultural Foundation	(100)	-
Cash flows from investing activities		
Purchase of capital assets	(10)	(12)
Decrease in cash	(238)	(76)
Cash, beginning of year	530	606
Cash, end of year	292	530

The accompanying notes and supplementary schedules are an integral part of these financial statements

1. PURPOSE OF THE ORGANIZATION

The First Peoples' Heritage, Language and Culture Council ("the Council") is a Crown Corporation, established under the First Peoples' Heritage, Language and Culture Act and is an agent of the Crown. The Council commenced operations April 1, 1991. The mission of the Council is as follows:

- To preserve, restore and enhance First Nations' heritage, language, and culture;
- To increase understanding and sharing of knowledge, within both First Nations' and non-First Nations' communities; and
- To heighten appreciation and acceptance of the wealth of cultural diversity among British Columbians.

2. SIGNIFICANT ACCOUNTING POLICIES

(a) Conversion to Public Sector Accounting Standards
Commencing with the 2011/2012 fiscal year, First Peoples' Heritage, Language & Culture Council has adopted Canadian public sector accounting standards. These financial statements are the first financial statements for which the Canadian public sector accounting standards apply.

(b) Amortization
Rates and bases of amortization applied to write off the cost less estimated salvage value of capital assets over their estimated lives are as follows:

Leasehold improvements	7 years, straight-line
Furniture and equipment	5 years, straight-line
Computers	3 years, straight-line
Computer software	3 years, straight-line

No amortization has been taken on the Art Collection.

(c) Revenue Recognition
The Council follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

(d) Donated Services and Materials
Donated materials are recorded both as donations and expenses at their fair value when fair value can be reasonably estimated. Donated services are not recorded in the financial statements, as they cannot be reasonably estimated. The Council also receives a number of volunteer hours from the Board of Directors, which have not been recognized, due to the difficulty of estimating their value.

(e) **Use of Estimates**
In preparing the Council's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. Actual results could differ from these estimates.

(f) **Financial Instruments**
The Council's financial instruments consist of cash, receivables, payables and accruals. Unless otherwise noted, it is management's opinion that the Council is not exposed to significant interest, currency or credit risks arising from these financial instruments. The fair value of these financial instruments approximates their carrying values, unless otherwise noted.

3. RELATED PARTY TRANSACTIONS

The Council's directors are appointed by the Minister of Aboriginal Relations and Reconciliation from the Advisory Committee which has tribal council representatives from First Nations across the province of British Columbia. It is, therefore, inevitable that there will be grants made to a community within a tribal council that a Council member represents. A standard application and peer review process ensuring that there is not a conflict of interest is followed in all cases to determine which communities are awarded grants.

The First Peoples' Heritage, Language and Culture Council is related through common ownership to all Province of British Columbia ministries, agencies and Crown corporations. Transactions with these entities are made under normal operational terms and conditions.

4. CAPITAL ASSETS

(in thousands of dollars)

	Cost	Accumulated Amortization	2012 Net	2011 Net
Art Collection	13	-	13	13
Computer equipment & software	208	197	11	12
Furniture and equipment	83	79	4	6
Leasehold improvements	167	144	23	48
Software	46	46	-	-
	517	466	51	79

5. DEFERRED CONTRIBUTIONS

The Council has continuing programs at March 31, 2012. Contributions are recognized as revenue in the fiscal year the related expenses are incurred or services are performed. Contributions have been deferred as follows:

(in thousands of dollars)

	2012	2011
Canada Council for the Arts	33	27
	33	27

6. CAPITAL STOCK

The capital of the Council is one share with a par value of $100. The share is issued to and held by Her Majesty the Queen in right of the Province of British Columbia.

7. EMPLOYEE PENSION PLAN

The Council and its employees contribute to the Public Service Plan. The Plan is a multi-employer defined benefit plan. The British Columbia Pension Corporation administers the Plan, including the payment of pension benefits on behalf of employers and employees in accordance with the Public Sector Pension Plans Act.

The risks and rewards associated with the Plan's unfunded liability or surplus are shared between the employers and the Plan's members and may be reflected in their future contributions.

8. COMMITMENTS

Effective February 14, 2007, the Council entered into a seven year lease agreement expiring on February 14, 2014 for its premises. Minimum rent payable in aggregate and for each of the next three years is as follows:

	(in thousands of dollars)
2012	42
2013	42
2014	42
	126

9. RECLASSIFICATION OF COMPARATIVE FIGURES

The 2011 comparative figures have been reclassified to conform with the financial statement presentation adopted for 2012.

FIRST PEOPLES' HERITAGE, LANGUAGE AND CULTURE COUNCIL

Schedule of Grant Revenue

Year Ended March 31, 2012

(In Thousands of Dollars)

	Budget	2012	2011
Revenue			
BC Arts Council	480	480	122
BC Ministry of Aboriginal Relations & Reconciliation	1,451	1,451	1,476
New Relationship Trust Corporation	1,000	1,000	1,000
Canada Council of the Arts	30	30	45
Department of Canadian Heritage	822	822	-
First Peoples' Cultural Foundation	243	237	495
Total Revenue	4,026	4,020	3,138

The accompanying notes and supplementary schedules are an integral part of these financial statements

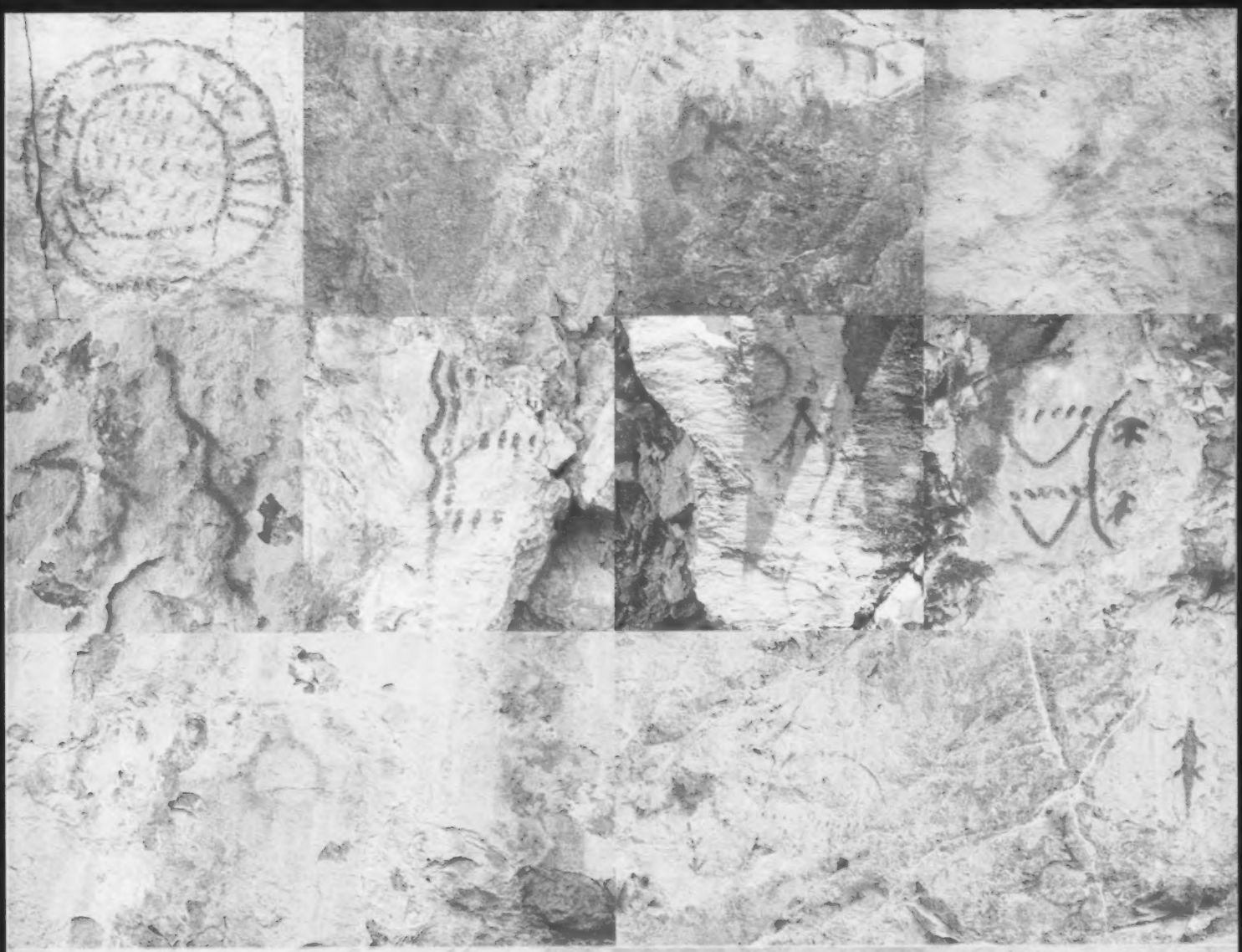
FIRST PEOPLES' HERITAGE, LANGUAGE AND CULTURE COUNCIL

Schedule of Operations by Program (Unaudited)

Year Ended March 31, 2012

	Administration	Arts Program	First Voices	Language Program	Total
Revenue					
Canada Council for the Arts	-	30,000	-	-	30,000
DCH	-	-	-	822,001	822,001
BC Arts Council	-	480,000	-	-	480,000
MARR	660,427	39,405	134,311	616,857	1,451,000
FPCF	24,075	-	113,000	100,000	237,075
New Relationship Trust	-	150,000	200,000	650,000	1,000,000
	684,502	699,405	447,311	2,188,858	4,020,076
Revenue - Other					
Interest and other	19,349	(6,880)	15,745	2,800	31,014
Administration fees	46,992	-	-	-	46,992
	66,341	(6,880)	15,745	2,800	78,006
Total Revenue	750,843	692,525	463,056	2,191,658	4,098,082
Expenditures					
Grants	-	564,000	193,349	1,780,137	2,537,486
Bank charges	1,040	-	-	-	1,040
Communications	18,928	-	-	-	18,928
Community expenses	279	4,000	35,297	47,057	86,633
Contractor fees	91,062	-	23,229	17,814	132,105
Council and advisory expenses	63,141	-	-	-	63,141
Equipment rental	10,028	-	-	-	10,028
Insurance	5,224	-	-	-	5,224
Jury / Peer Review Committee	-	13,216	-	4,225	17,441
Licenses and fees	12,630	-	-	-	12,630
Office	26,569	8,004	-	58,682	93,255
Professional fees	32,957	-	-	-	32,957
Protocol	4,490	-	-	-	4,490
Rent	42,000	-	-	-	42,000
Repairs and maintenance	13,059	-	-	-	13,059
Travel	38,396	2,555	22,231	2,764	65,946
Utilities	4,776	-	-	-	4,776
Wages and benefits	356,137	101,586	204,632	256,133	918,488
Total Expenditures	720,716	693,361	478,738	2,166,812	4,059,627
Excess (Deficiency) of Revenue over Expenditure before amortization	30,127	(836)	(15,682)	24,846	38,455
Amortization	38,454	-	-	-	38,454
Excess (Deficiency) of Revenue over Expenditure	(8,327)	(836)	(15,682)	24,846	1

The accompanying notes and supplementary schedules are an integral part of these financial statements



FIRST PEOPLES'
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